

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST

TIP

Editor:

James L. Farr
615 Moore Building
Department of Psychology
Pennsylvania State University
University Park, PA 16802
Phone: 814 863-1734

Business Manager:

Rick Jacobs
520 Moore Building
Department of Psychology
Pennsylvania State University
University Park, PA 16802
Phone: 814-863-1867 or
814-237-5997

Editorial Board:

Ronald Ash
Gary Johns
Edwin Locke
Theodore Rosen
James Sharf
Paul Thayer

The **Industrial-Organizational Psychologist** is the official newsletter of the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association. It is published quarterly in February, May, August, and November. Circulation is approximately 4000, which includes the membership of the Society; all APA officers, board members, Division presidents, and newsletter editors; graduate students in Industrial Organizational Psychology and Organizational Behavior programs; and individual and institutional subscribers. Opinions expressed are those of the writers and do not necessarily reflect the official position of the Society for Industrial and Organizational Psychology unless so stated.

Manuscripts and News Items:

Articles or news items should be submitted to the editor:

Deadlines for each issue are:

November issue—Sept. 1
February issue—Dec. 1
May issue—March 1
August issue—May 15

Subscriptions:

Subscriptions to **TIP** are included with membership in the Society. Other subscriptions are available at \$15 per volume year for individuals, \$25 for institutions, and \$7.50 for students; write to the Business Manager. All subscriptions begin with the November issue.

Address Changes:

Mailing labels for Society members and APA officials are purchased from the American Psychological Association. Address changes should be directed to **APA Subscription Section, 1400 N. Uhle St., Arlington, VA 22201**. Address changes for non-Society members should be directed to the **TIP Business Manager**.

Advertising:

Advertising in **TIP** may be purchased from the Business Manager. For details, see the last page.

Positions Available:

Advertising for positions available may be purchased from the Business Manager at a charge of \$30 per position.

Printed By:

Graphic Publishing Co., Inc. Lake Mills, Iowa 50450.

YES, YOU CAN PRODUCE MEASURABLE CHANGE WITH FEEDBACK AND TRAINING

IF YOU USE SOUNDLY DEVELOPED NEEDS ASSESSMENT INSTRUMENTS

If you don't demonstrate that your present programs improve skills and attributes, you can do it with our instruments and by adapting our cost-effective off-the-shelf training modules. Use these instruments to focus on relevant needs and establish base-lines to improve programs and show accountability.

EXECUTIVE LEADERSHIP For top managers to enhance strategy development, organization oversight, and their impact on organization culture. 13 dimensions including *Strategic Thrust, Vision, Venturesomeness, Situation Analysis, Managing Managers*, and others. This instrument restricted to professionals with substantial experience; special workshop required.

LEADERSHIP PRACTICES For all levels, especially managers/supervisors striving for promotion. Assesses skills and attributes that keep an organization responsive to changing times. 18 dimensions: *Vision, Self-Confidence, Creativity, Risk-Taking, Resourcefulness, Mentoring, Expectations of Excellence, Persuasion/Push, Charisma*, and others.

MANAGEMENT PRACTICES Basic skills for effective continuous goal-seeking performance; the underpinnings for leadership. 15 dimensions including *Goal Clarification, Encouraging Participation, Orderly Work Planning, Coaching, Control, Teambuilding, Trust*, etc. Has shown validity for 15 years; ask for studies of changed managerial behavior over periods of from five weeks to one year.

PLUS DEVELOPMENT FEEDBACK FOR THESE KEY ROLES

PEER RELATIONS Organization skills for professionals/technicians.

TEAMING Teambuilding for project teams, intact work groups, task forces.

SALES RELATIONS Gives feedback from customers/prospects on selling skills. Forms adapted for Banking, Securities, Insurance, general use.

GROUPS For quick probes of organization climate, quality of life, etc. Available in combination with **MANAGEMENT PRACTICES** or **PEER RELATIONS**.

WHY OUR PROGRAMS WORK WHEN OTHERS DON'T

THEY ARE BASED ON AN OPERATIONAL MODEL AND ARE WORDED IN PRACTICAL TERMS Participants understand our feedback printouts. They accept the results and can develop action plans without getting overly involved in theory or strange language.

THEY ARE MULTI-LEVEL They obtain ratings from self, boss, and relevant others such as subordinates, peers, customers, prospects.

THEY ARE SOUND MEASUREMENT TOOLS Reliabilities at .75 to over .90. Set your own norms or use ours. Feel secure that you have done the best job of needs assessment and measuring change.

THEY SERVE A RANGE OF ORGANIZATION ROLES You can coordinate programs at all levels and reduce the time and cost of training trainers.

YOUR TRAINING MODULES CAN BE COORDINATED WITH THE INSTRUMENTS Use your modules or adapt ours with your exercises. You will know your training is relevant.

Ask one of our distributors, below, for field reports and brochures. Or have your consultant inquire. Also ask about familiarization workshops; no charge except for materials. But we are serious about certification of consultants. After the workshop and independent study, applicants must submit written analyses of selected multi-level profiles which are blind reviewed by experienced users. Executive Leadership certification is by arrangement.

The Booth Company, 3160 23rd St. Boulder CO 80302, (800) 332-6684
Nathaniel Hill & Assoc. 4513 Creedmoor Road, Raleigh NC 27612 (919)-787-6919
NCTI 15350 West National Ave. New Berlin WI 53151 (800) 822-6284
Donal O'Hare & Associates, Suite 343, 3220 N St. NW, Washington DC 20007, (202)-337-3777
ORA, Twin Ponds Suite 401, 400 Birchfield Dr. Mt. Laurel NJ, 08054, (609)-235-4282
Lawrence A Pfaff & Assoc. 511 Monroe, Kalamazoo MI 49007 (616)-344-2242

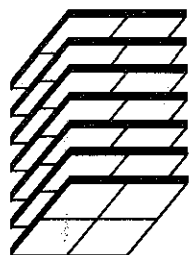
CLARK WILSON PUBLISHING CO

Box 471 New Canaan CT 06840

LEADING PUBLISHER OF NEEDS ASSESSMENT INSTRUMENTS SINCE 1973

Now available . . .

A major revision of the




CALIFORNIA PSYCHOLOGICAL INVENTORY

by Harrison G. Gough

Featuring:

- A test booklet with 18 fewer items
- New, expanded edition of the **CPI Manual**
- Two new scales on the profile — **empathy** and **independence**
- Three new **structural scales** — role, character, and realization
- Extensive **empirically based narrative** report developed by the author
- **Microcomputer software** for administering, scoring, and reporting of the revised CPI

For complete information on the CPI revision write to:

 Consulting Psychologists Press
Box CPI-R
577 College Avenue
Palo Alto, CA 94306

TIP

The Industrial-
Organizational
Psychologist

Vol. 25/No. 2

February, 1988

FEATURES

	Page
Third Annual SIOP Conference	7
SIOP Conference Program Committee Report by James A. Breugh	10
Views of Job Satisfaction by C. J. Cranny	25
APA & Civil Rights Bar Opposed by Justice, EEOC, ASPA, IPMA & EEAC Before Supreme Court in Clara Watson vs. Fort Worth Bank & Trust by James C. Sharf	27
Interprofessional Relations and External Affairs: A Legal Perspective by Robert H. Woody	35
A Consultant's View of Being a Consultant. Part III: The National Consulting Firm by Daniel E. Lupton	39
Coverage of I/O Psychology in Introductory Textbooks by Janet J. Turnage	45
Results of SIOP Practitioner Services Survey by Hannah Hirsh	54
On Self-Seriousness as an Over-Rated Virtue by Daniel C. Feldman	56
Graduate Information Exchange by Paula Singleton	57
A Revisionist Look at Power and OD by Larry E. Greiner and Virginia E. Schein	59

DEPARTMENTS

President's Message by Daniel R. Ilgen	4
IOTAS by James L. Farr	63
Meetings	65
Calls	65
Education and Training Committee	71
State Affairs	72
Awards	74
External Affairs Committee	75
Fellowship Committee	76
Professional Affairs Committee	77
Scientific Affairs	78
Positions Available	82



A Message from your President

February, 1988

Daniel R. Ilgen

My first response for this column in the November **TIP** was written immediately after returning from the APA Convention in New York. Stepping into this office in the middle of an APA convention has a tendency to create the impression that the Society is very busy but that it is primarily reacting to pressures from APA and other sources. I am pleased to say that the last three months have done much to dispel that impression. Although there has been no meeting of the Executive Committee during this time period, proactive responses in your committees from a large number of members have accomplished a great deal. Much of this is reported in the committee reports later in this issue. In addition, there have been indications that APA is somewhat more responsive to our needs than it has been in the past.

The creation of two staff positions at APA deserves some mention. The Division Services Office, directed by Louise Van Horne, was established to provide services needed by divisions. Much of what is provided by that office addresses housekeeping functions but yet is quite useful. More importantly, I have found the office very willing to help with issues that we initiate. They make a real effort to serve division needs.

Second, the establishment of a Science Directorate should be valuable to our scientific needs, broadly defined to include research that is aimed at advancing either theory or practice. This office is just beginning in its attempt to develop ways to facilitate science, but it has some concrete courses of action. One of these is a granting program that intends to award small grants for research conferences. The Scientific Affairs Committee, chaired by Bob Lord, is looking into this for our Innovations in Science Conference to be held as part of the upcoming Annual Conference in Dallas. Whether we are or are not successful in obtaining some funding for the conference, it is still important for APA to more actively foster such activity than was the case in the past.

I raise the issue of APA support in partial response to a number of you who have written or called in the last two months with your own concerns about the ability of APA membership and to those who have not

responded but who harbor similar concerns. I have almost become convinced that the APA Council, in its wisdom, passed a dues increase over the opposing votes of several, including myself, simply to give me an opportunity to hear from such a large number of you! Although I agree that a more advantageous structure for APA is needed for us and that there are limits in my patience for waiting for some resolution to the reorganization issue, I also believe that our Society along with other non-health care providers have succeeded in demonstrating that we are serious in regard to our commitment to addressing our concerns. I think that some of the responses of APA to our needs, such as expressed above, and also the keeping of reorganization discussions alive, are indications of some progress.

I mentioned earlier that many people have been proactively involved with all aspects of your Society's business. I do want to highlight one set of activities that is working well, but that may in the future need member involvement. This deals with our conferences. Using level of participation and member reports of satisfaction, we, as a Society, have been very successful at putting together attractive programs and workshops at the APA convention and now at our annual conference. Over its brief lifespan, the annual conference has been a real success story, and **Jim Breough** reports that there was approximately a fifty percent increase in the number of submissions for the Dallas meeting over those submitted last year. In New York, we increased the number of workshops offered and still had to turn people away. Clearly, we are doing these activities very well thanks to the support of a large number of people.

However, a minor scheduling change in the timing of the APA convention has the potential for affecting responses to calls for papers and symposia. Next year and in the following years, the convention will occur in mid-August instead of the end of August. As a result of this change, the deadline for submission of programs for APA has been moved up. This means that there is less time between the deadlines for the annual conference and APA. Both **Elaine Pulakos** and **Jim Breough** and their program committees and subcommittees for the APA convention and the annual conference, respectively, are working hard to deal with this change in order to maintain high quality programs at both meetings. I am sure that they will be successful with this as they deal with the transition to the new times. In the future, I also think that we, as members of the society, can help by attempting to distribute our creative efforts over the two meetings.

In closing, let me add that I have enjoyed talking with many of you about issues related to the Society. Please feel free to continue to contact me or other members of the Executive Committee and Society committee chairs so that we may better meet your needs. I look forward to seeing many of you at what promises to be an exciting conference in Dallas.

Testing Maintenance Employees

*Comments by Tom Ramsay
Human Resources Psychologist*

A recent development in training maintenance employees is the competency-based program. Rather than selecting or promoting maintenance employees on the basis of time on the job, they are promoted on the basis of knowledge or ability to perform job tasks.

We recently developed tests to classify and promote maintenance employees in the following crafts:

Electrical Technician	Maintenance Mechanic
Mechanical Technician	Millwright
Motor Inspector	Electronics &
Mechanical & Hydraulic Repair	Combustion Technician
Electronics	Ironworker
Electronics &	Systems Repairer
Instrumentation Technician	

Supervisory estimates of time spent in various areas determined the number of items in each area. The tests usually contained about 120 items and yielded KR₂₀ reliabilities in the .90s.

Cutting scores were developed using Angoff's method of requiring subject experts to estimate the proportion of borderline candidates who would pass each item of each test. These results were then averaged across raters and summed for each test.

At a subsequent meeting with employee representatives, example items were reviewed and development procedures were described. Employee representatives welcomed the procedure as an objective departure from the former practice of promotion based upon the judgement of one supervisor.

We have developed procedures in food, processing, and manufacturing organizations and would be happy to discuss the special needs of your organization and technology.

RAMSAY CORPORATION

Boyce Station Offices
1050 Boyce Road
Pittsburgh, PA 15241-3907
(412) 257-0732

Third Annual SIOP Conference

Stanley B. Silverman, Chair
Dallas

April 21-23, 1988

Our third annual conference is only two months away, and things are really starting to get exciting again. The various committees have been working hard to once again make the conference a significant and innovative event for our society. In this issue of **TIP** you will find registration materials for the conference itself as well as the workshop descriptions and registration forms.

Jim Breaugh and the program committee have put their finishing touches on the program. You can see the program highlights put together by Jim in this issue of **TIP** also. Once again, because of multiple-tracking, I am sure you will find it difficult to decide which session to attend because you will want to be at several at one time.

The workshops, chaired by Bill Macey, will be conducted on April 21, and there will be eight half-day workshops and two full-day workshops. The conference program itself is scheduled for April 22-23 and will run from approximately 8:30-6:00 on the 22nd and 8:30-4:30 on the 23rd.

All meetings and workshops will be held at the Loews Anatole Hotel. On page 9 you will find a registration form for the hotel—cut it out of **TIP** and send it directly to the hotel. The room rates are as follows:

Single Occupancy: \$84

Double Occupancy: \$95

Please remember the following when registering:

Conference registration form—send to Ron Johnson

Workshop registration form—send to Susan Palmer

Hotel registration form—send to Loews Anatole

Once you send your forms in, you will hear back from Ron Johnson regarding conference registration, from Susan Palmer regarding workshop registration, and from the hotel regarding your room confirmation.

We are all very excited about our third annual conference. Please help us out and register early! In the meantime, if you have any questions, give me a call at (216) 375-7713.

See you in Dallas!

Registration Materials

Registration Instructions

- You must complete both conference and workshop registration forms if you wish to attend both.
- Conference registration and payment go to Ron Johnson.
- Workshop registration and payment go to Susan Palmer.
- Send hotel registration to the hotel.

REGISTER TODAY!
ADVANCE CONFERENCE REGISTRATION FORM
Society for Industrial and Organizational Psychology
3rd Annual Conference
TYPE OR PRINT, PLEASE

Full Name _____
First Initial Last

Institution/
Organization _____

Mailing Address _____

City _____ State _____ Zip _____

Check appropriate registration category:

*Society member _____ (\$45) includes luncheon * Non-member _____ (\$60) includes luncheon
Full-time Student _____ (\$25) includes luncheon

*AFTER APRIL 1, REGISTRATION FEE INCREASES BY \$15.
—MAKE CHECK PAYABLE TO SIOP—

- Mail form and registration fees to:

Ron Johnson
SIOP Conference Registration
The R.B. Pamplin College of Business
Virginia Tech
Blacksburg, VA 24061
(703) 961-6152
Deadline: April 1, 1988

SOCIETY OF INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGISTS, INC.

APRIL 19 THROUGH 24, 1988

Reservations received after 3/19/88 will be confirmed on a space available basis.

NAME _____
Last First Middle

FIRM _____

STREET _____

CITY _____ STATE _____ ZIP _____

PHONE () _____

Sharing with _____
Last First Middle

Reservations are not transferable and are held until 6 P.M. unless guaranteed by advance deposit, MasterCard, VISA, American Express Card, or Diners Club Card.

I will guarantee by:

☐ Advance Deposit ☐ MasterCard ☐ American Express ☐ VISA ☐ Diners Club

Card No. _____ Exp. Date _____

MC Interbank # _____

Signature _____

If room or suite is not available at requested rate, nearest available rate will be assigned. All reservations are confirmed subject to failure of prior guest to vacate, or other causes beyond our control. Check-out time is 12 noon. Rooms may not be available for occupancy until after 4 P.M. For VIP services try our Concierge Floors.

SINGLE \$84.00
DOUBLE \$95.00
SUITES FROM \$200.00

Arrival Date _____ Time _____ AM/PM

Departure Date _____ Time _____ AM/PM

Please check type and rate of
accommodation requested.

Mail to:

Loews Anatole Hotel
Reservations Dept.
2201 Stemmons Freeway
Dallas, Texas 75207-9990

SIOP Conference Program Committee Report

James A. Breaugh

Given certain scheduling uncertainties, we were not able to finalize the SIOP Program before the deadline for this issue of **TIP**. As usual, the complete SIOP Program will be sent to each Division 14 member several weeks before the conference. However, we wanted to take this opportunity to whet your appetite concerning the upcoming SIOP Conference. The SIOP Conference Program Committee has put a tremendous amount of effort into preparing what we believe is an excellent conference program. Our work was greatly aided by the tremendous increase in submissions this year. Conference submissions were up approximately 50%. Among the conference highlights will be:

- * 50 papers presented in poster sessions
- * 34 symposia and panel discussions addressing such topics as:
 - compensation satisfaction
 - research consortia
 - new directions in job design
 - structured interviewing
 - General Motor's Foreman Selection Assessment Center
 - new directions in job attitude measurement
 - industrial gerontology
 - troublesome questions in job analysis
 - cross-cultural psychology
 - integrative models of motivation
 - advancing the theory and method of biodata
 - cognition's role in training design and implementation
 - training evaluation R&D in the Air Force
 - new statistical approaches to turnover research
- *4 master tutorials including Fritz Drasgow speaking on Item Response Theory and Larry James speaking on Confirmatory Factor Analysis
- *4 roundtable discussion sessions including sessions on I/O graduate programs and construct validity.
- *an invited address by Robert Kahn of the University of Michigan
- *2 social hours

As is obvious from the preceding list of topics, there truly is something for everyone at this year's SIOP Conference. We hope you agree that Dallas will be the place to be April 22 and 23.

SIOP Conference Workshops

- Section 1 ALIGNING EXECUTIVE HUMAN RESOURCE PRACTICES WITH BUSINESS STRATEGIES—
Robert Eichinger, Lee Dyer, and Michael M. Lombardo
- Section 2 CURRENT TRENDS IN MANAGEMENT AND EXECUTIVE DEVELOPMENT—
George P. Hollenbeck and Harry B. Bernhard
- Section 3 USING I/O PSYCHOLOGY TO FACILITATE SUCCESSFUL CORPORATE MERGERS AND ACQUISITIONS—
Mitchell Lee Marks
- Section 4 TEST ITEM CONSTRUCTION—
Erich P. Prien and Hilda Wing
- Section 5 NON-EEO LEGAL ISSUES: AIDS, SUBSTANCE ABUSE, EMPLOYMENT-AT-WILL, WORKPLACE HEALTH CONCERNS, AND PRIVACY—
John C. Haymaker and Lawrence Z. Lorber
- Section 6 INTEGRATING HUMAN RESOURCE SYSTEMS—
Milton D. Hakel
- Section 7 PERSONALITY ASSESSMENT FOR SELECTION AND PLACEMENT DECISIONS—
Robert T. Hogan and Leaetta M. Hough
- Section 8 COMPENSATION: DEVELOPING THE LINKAGE BETWEEN INCENTIVES AND RESULTS ON AN INDIVIDUAL AND GROUP BASIS—
M. Peter Scontrino and John Culbertson
- Section 9 STRATEGIC JOB ANALYSIS—
Benjamin Schneider
- Section 10 BEHAVIOR DESCRIPTION INTERVIEWING—
Lowell W. Hellervik and Tom Janz

Workshop Committee Members

Ralph A. Alexander
Jeanette N. Cleveland
Philip B. DeVries, Jr.
William E. Dodd
R. Stephen Doerfflein
Larry Fogli
Nita French
Mirian Graddick
Tove H. Hammer
Sally F. Hartmann
Ramon M. Henson
Raymond H. Johnson (Continuing Education Administrator)
James R. Larson
William H. Macey (Annual Conference & Workshop Chair)
Morgan W. McCall, Jr.
Joseph T. McCune
Susan N. Palmer (Registrar)
Elliott D. Pursell
Nancy T. Tippins

Workshop Schedule

Thursday, April 21, 1988

Registration	8:15 a.m.-9:00 a.m.
Morning Sessions	9:00 a.m.-12:30 p.m.
Lunch	12:30 p.m.-1:30 p.m.
Afternoon Session	1:30 p.m.-5:00 p.m.
Reception (Social Hour)	5:30 p.m.-7:30 p.m.

Section 1 (Half Day)

ALIGNING EXECUTIVE HUMAN RESOURCE PRACTICES WITH BUSINESS STRATEGIES

Robert Eichinger
Pillsbury Company

Lee Dyer
Cornell University

Michael M. Lombardo
Center for Creative Leadership

There are few absolutes in I/O Psychology that are not at least context bound. Attracting, retaining, developing, deploying and motivating executives is no exception to that rule. The practices and principles one applies depend on what one is trying to achieve and where one is trying to achieve it. Much of this context is within the framework of the goals and strategies of the organization—which of course all differ from one another. It's rather simple to say that we need to integrate the two—it's quite another to do it. Adding to the task is constant change. Business goals and strategies change over time. Executive human resource practices need to follow.

This workshop will focus on the issue of alignment of human resource practices with business strategies specifically using succession planning practices and executive preparation and development as examples. The workshop will be targeted toward those working in companies who have responsibilities at the executive level, consultants, and those who teach in the field of management.

Robert Eichinger is Vice President of Human Resource Planning and Development of the U.S. Foods Division of the Pillsbury Company. He has responsibility for human resource strategy and planning, executive and management development, training, staffing and recruiting, and affirmative action. Prior to Pillsbury, he was with PepsiCo. He received his Ph.D. from the University of Minnesota.

Lee Dyer is Professor of Human Resource Management at the New York State School of Industrial and Labor Relations, Cornell University. His interests focus on human resource strategy, planning, decision making and comprehensive employee relations. He has served as a consultant to several major organizations. He serves on several editorial boards and has published more than 50 books, articles and chapters. He received his Ph.D. from the University of Wisconsin.

Michael M. Lombardo is Director, Leadership Development Research Group at the Center for Creative Leadership. He has written extensively on executive development and is the lead author of *Looking Glass: An Organizational Simulation*. In addition to his writing and research efforts, he consults regularly with a number of major corporations. Dr.

Lombardo received his Ed.D. from the University of North Carolina, Greensboro.

Coordinator: **Sally F. Hartmann**, Sears Roebuck & Company.

Section 2 (Half Day)

CURRENT TRENDS IN MANAGEMENT AND EXECUTIVE DEVELOPMENT

George P. Hollenbeck
Harvard Business School

Harry B. Bernhard
University of Southern California

Management and executive development are increasingly seen as tools for competitive advantage. Downsizing and cost reduction pressures have made development more rather than less important.

The goal of this workshop is to familiarize participants with the state of the art in management and executive development with perspectives on what works and what doesn't. The workshop will be practitioner-oriented and participants will be expected to share their experiences and concerns. An overriding theme will be the integration of development processes into the fabric of the organization.

The topics covered will include:

- The difference between management and executive development.
- The need for needs analysis.
- The key elements of development strategies.
- The pluses and minuses of current tools.
- Why "program" approaches usually fail.
- Where to begin in implementing processes.

George P. Hollenbeck is Senior Director, Executive Education, at the Harvard Business School where he is concerned with the role of executive education in executive development. He was Merrill Lynch's Human Resource Director and an I/O psychologist at Merrill, The Psychological Corporation, and IBM after earning his Ph.D. from the University of Wisconsin.

Harry B. Bernhard is Executive-in-residence in the School of Business Administration at the University of Southern California where he teaches human resources and consults. Prior to 1987, his entire career was with IBM and included positions in marketing, executive and management development, and personnel research. He has a BA from the Wharton School and a Master's from Columbia University. In

1985-1987 he was an IBM/Harvard Fellow at the Harvard Business School.

Coordinator: **Nita French**, BellSouth Corporation.

Section 3 (Half Day)

USING I/O PSYCHOLOGY TO FACILITATE SUCCESSFUL CORPORATE MERGERS AND ACQUISITIONS

Mitchell Lee Marks
California School of Professional Psychology, Los Angeles

Mergers and acquisitions are extremely stressful events for both managers and employees. Recent research shows that only about one of every four corporate combinations live up to pre-merger financial expectations. It is becoming increasingly clear that human and organizational dynamics contribute to this high failure rate.

This workshop examines the individual and organizational reactions to mergers which influence employee well-being, relations between merging firms, and productivity and performance in the post-merger organization. Topics to be addressed include:

- The factors which distinguish successful from unsuccessful mergers.
- Employee and organizational responses to being merged or acquired.
- The clash of cultures between merging organizations.
- Interventions available to I/O Psychologists to facilitate successful mergers.
- Strategies for increasing the utilization of I/O Psychologists in the merger process.

Much of what will be addressed in this workshop will be applicable to other forms of major organizational change, including internal reorganizations, downsizings, and divestitures.

Mitchell Lee Marks is Associate Professor of Organizational Psychology at the California School of Professional Psychology in Los Angeles and Senior Consultant with the CSPP Organization Development Center. He has conducted extensive research into human and organizational aspects of mergers, and has consulted on mergers in a variety of industries. He has assisted a broad range of clients including Unisys, AT&T, and American Airlines. Dr. Marks received his Ph.D. from the University of Michigan.

Coordinator: **Mirian M. Graddick**, AT&T.

Section 4 (Half Day)

TEST ITEM CONSTRUCTION

Erich P. Prien
Memphis State University

Hilda Wing
National Research Council

An extensive literature exists on the science and art of test item construction and analysis, and the various techniques used to analyze and evaluate responses. The focus of this workshop will be on the steps in the flow, beginning with the analysis and evaluation of the test budget and specifications through to the assembly of the final test form. The workshop will specifically address:

- Analyzing job analysis results to develop test item specifications.
- Selection of item types to meet test specifications, drafting items, and performing preliminary evaluation.
- Techniques for item analysis.
- Central considerations in test construction.

This will be a practical, hands-on workshop with a single exercise to serve as a model for the entire process.

Erich P. Prien is Professor of Industrial Psychology (retired), Memphis State University. He has been engaged in test construction activities for over 30 years. He is particularly concerned with developing test specifications through job analysis, selection of appropriate item types, and the practice of test item construction. He received his Ph.D. from Case Western Reserve University.

Hilda Wing is a Psychologist with the National Research Council and is a research associate on the Council's GATB validity generalization project and the committee on the performance of military personnel. She has had extensive experience in test standardization, analysis and evaluation of test parameters and validity, and computer based testing. Her experience includes 15 years with the Office of Personnel Management, the Army Research Institute, and The Psychological Corporation. Dr. Wing received her Ph.D. from The Johns Hopkins University.

Coordinator: **Tove H. Hammer**, Cornell University

Section 5 (Half Day)

NON-EEO LEGAL ISSUES: AIDS, SUBSTANCE ABUSE, EMPLOYMENT-AT-WILL, WORKPLACE HEALTH CONCERNS, AND PRIVACY

John C. Haymaker
Supermarkets General Corporation

Lawrence Z. Lorber
Breed, Abbott & Morgan

Today organizations are becoming increasingly aware of the need to develop and implement policy and procedures to deal with non-EEO legal issues such as those arising from the AIDS epidemic, the trend toward testing for substance abuse, the "employment-at-will" doctrine, and workplace health and privacy concerns. While these issues pose many challenges for organizations, they also present many opportunities for research and intervention. Yet, because these are areas which have not typically been addressed by I/O psychologists, our clients, and perhaps even we ourselves, may be unaware of the potential contributions we can make.

Following the brief update on EEO-related legal documents, the balance of the workshop will be devoted to lecture and small group discussion of non-EEO legal issues using case studies specifically prepared for this session. Opportunities for research and intervention by I/O psychologists also will be explored, and participants will be provided an extensive bibliography for further reading in these areas. Prior to the workshop, participants will be asked to complete and return a brief questionnaire seeking information on their level of involvement with these issues in their own organizations, as well as which of the issues they would prefer to see emphasized in the session.

John C. Haymaker is Director, Human Resources Research at Supermarkets General Corporation, a large food, drug and home center products retailing organization. Over the last two years he has chaired task forces to develop and implement policy on AIDS and substance abuse, including substance testing programs. From 1978 to 1982, he was Senior Research Associate with Richardson, Bellows, Henry and Co. in Washington, D.C. He received his Ph.D. in I/O psychology from the University of Georgia in 1979.

Lawrence Z. Lorber is a partner in the Washington office of Breed, Abbot & Morgan and head of the firm's labor law department. From 1975-1976 he was Deputy Assistant Secretary of Labor and Director, Office of Federal Contract Compliance Programs. From 1974-1975, he served as Executive Solicitor of the U.S. Department of Labor. He is a

frequent lecturer and author in the field of equal employment and labor relations. Mr. Lorber is a graduate of Brooklyn College and the University of Maryland Law School.

Coordinator: **Larry Fogli**, CORE CORP.

Section 6 (Half Day)

INTEGRATING HUMAN RESOURCE SYSTEMS

Milton D. Hakel
University of Houston and
Organizational Research and Development, Inc.

The typical organization maintains several free-standing human resource systems that have grown in response to specific needs: compensation, training and development, employee selection, appraisal of performance, staffing analysis, succession planning, identification of managerial potential, career counseling, etc. These systems should be better linked to maximize the effective development and use of human resources.

This workshop will present several examples in which various human resource systems have been integrated, and will draw upon the research literature on human attributes and job analysis, the technology of database management systems and microcomputers, and strategies for implementing change in organizations. It will also cover the costs, benefits, and prospects for increased integration in the future.

Milton D. Hakel is Professor and Chair of the Psychology Department at the University of Houston, and President of Organizational Research and Development, Inc. He is a past President of Division 14 and an ABPP Diplomate. He edited *Personnel Psychology* for 11 years and now serves as its publisher. Hakel authored *Making It Happen: Designing Research with Implementation in Mind* and the 1986 *Annual Review* chapter on personnel selection. He received his Ph.D. from the University of Minnesota.

Dr. Hakel has consulted with industry and government for 20 years on interviewing, assessment, job analysis, management development, job attitudes, and compensation. Currently he chairs the Scientific Advisory Group for the Army's Project A, the largest investigation of job performance prediction ever undertaken.

Coordinator: **R. Stephen Doerflein**, Holy Cross Health Systems.

Section 7 (Half Day)

PERSONALITY ASSESSMENT FOR SELECTION AND PLACEMENT DECISIONS

Robert T. Hogan
University of Tulsa

Leaetta M. Hough
Personnel Decisions Research Institute

The opinion of many academic I/O psychologists is that personality variables have little or no validity for predicting job performance or job fit. Nevertheless, many I/O practitioners include personality testing in the battery of tests they administer when assessing individuals for selection and placement decisions.

The following topics and issues will be emphasized in the workshop as they relate to the proper use of personality variables in selection and placement decisions:

- History of personality testing in industry.
- Theoretical model(s).
- Structure of personality variables.
- Measurement issues.
- Evaluation of personality scales.
- Validity—construct and criterion-related.
- Moderating variables (Faking, group membership).
- Ethical issues.

Robert Hogan has been McFarlin Professor and Chair of the Department of Psychology at the University of Tulsa since 1982; prior to that he was Professor of Psychology and Social Relations at The Johns Hopkins University. The author of over 80 scholarly articles, chapters and books, he is currently studying the effects of personality on effective team performance. Dr. Hogan was the first editor of the Personality section of the *Journal of Personality and Social Psychology*. He also consults regularly with government and industry on human resource issues.

Leaetta Hough is a founder and Vice President of Personnel Decisions Research Institute and an Affiliate Professor in the Psychology Department at the University of Minnesota. She has specialized in the measurement of individual differences specifically for selection, promotion, and placement decisions and has developed, validated, and implemented many human resource systems. Dr. Hough received her Ph.D. from the University of Minnesota.

Coordinator: **Ralph A. Alexander**, The University of Akron.

Section 8 (Full Day)

COMPENSATION: DEVELOPING THE LINKAGE BETWEEN INCENTIVES AND RESULTS ON AN INDIVIDUAL AND GROUP BASIS

M. Peter Scontrino
Issaquah, Washington

John Culbertson
Seattle, Washington

Employers are searching for new ways to compensate employees and to achieve productivity and quality enhancements. The goal of this workshop is to explore both the current trends and the innovative compensation practices that have their roots in basic compensation theory, participative management, and quality improvement processes. The specific areas to be addressed include:

- Current practices in cash and non-cash compensation.
- Emerging trends in compensation.
- The major types of gainsharing plans.
- Components of effective gainsharing plans.
- A five step process for planning and installing a gainsharing plan.
- The linkage between individual/group compensation and the quality improvement process.

The emphasis will be on pragmatic approaches to individual and group compensation that are both theory based and practice tested. Specific examples will be provided and program results will be discussed.

M. Peter Scontrino is an Industrial Psychologist in private practice in Issaquah, Washington. Formerly on the faculty of the University of Washington and Seattle University, he has fifteen years of consulting experience. He has worked with the American Productivity Center, ARCO, General Electric, AT&T, Weyerhaeuser, Honeywell, and other organizations in the design and implementation of productivity gainsharing plans. He received his Ph.D. from Michigan State University in 1971.

John Culbertson is an independent management consultant in Seattle, Washington, with twenty years of consulting experience including positions with Towers, Perrin, Forster & Crosby and Booz-Allen. He was formerly on the faculty of the University of Maryland in the School of Business. His consulting work focuses on executive compensation, sales compensation, and quality improvement programs. He holds his DBA from the Harvard Business School.

Coordinator: **James R. Larson**, University of Illinois at Chicago.

Section 9 (Half Day)

STRATEGIC JOB ANALYSIS

Benjamin Schneider
University of Maryland, College Park

Contemporary job analysis procedures focus on the tasks and knowledge, skills, and abilities (KSAs) required to do them for jobs that exist now. This workshop will demonstrate various ways by which the future of the job may be considered in conducting job analyses.

First, a brief history of job analysis methods will be presented. Then, considerations and procedures in conducting strategic job analysis will be framed. These include:

- Who to include in and how to run a session designed to illuminate corporate and environmental issues that may affect a job.
- Whether to run a traditional job analysis prior to the strategic job analysis sessions and how to use the data from the traditional analysis in the future sessions (or vice versa).

The workshop is designed for people who use job analysis information as a basis for the design of selection and training programs or as input into wage and salary decisions. All of these require projecting to the job of the future and the workshop will show some models for doing this.

Workshop participants should bring with them a summary of the tasks and KSAs for a job that might be studied through Strategic Job Analysis. They should also identify the five most critical corporate and environmental influences on this job in the next 3 to 5 years.

Benjamin Schneider received the Ph.D. from the University of Maryland in 1967. Since then he has taught at Yale, Bar-Ilan, Michigan State and Maryland. In between he has published (or has in press) more than 60 articles and four books on organizational climate, personnel selection, and service. He has served as President of SIOP and the OB division of the Academy of Management. He also has consulted with AT&T, Citicorp, Chase Manhattan Bank, and GEICO, among others. He is also Vice President of Organizational and Personnel Research, Inc.

Coordinator: **Jeanette N. Cleveland**, Colorado State University.

Section 10 (Full Day)

BEHAVIOR DESCRIPTION INTERVIEWING

Lowell W. Hellervik
Personnel Decisions, Inc.

Tom Janz
University of Calgary

"Behavior Description Interviewing" (BDI) builds on, but goes beyond, the time tested principle that "Past performance is the best predictor of future performance." BDI is based on the notion that the most accurate prediction of future behavior is based on specific behavior in circumstances as similar as possible to those circumstances the person will face in the future. The BDI proceeds from a structured pattern of questions to a flexible and in-depth approach to probing the applicant's past behavior in specific situations, selected for their relevance to critical events.

Behavior Description Interviewing benefits all three actors on the interviewing stage: the applicant, line manager, and the human resource specialist. This interview approach has added utility beyond other approaches and evidence will be presented to demonstrate that utility.

Specific skills will be taught as a refresher/new perspective for the veteran interviewer or as a "how-to" lesson for the novice. Basic concepts in interviewing skills will be covered so no prior experience or knowledge is assumed.

Lowell W. Hellervik is President of Personnel Decisions, Inc. (PDI) where he began his career in 1967. He is also Clinical Associate Professor at the University of Minnesota. Dr. Hellervik's major interests include management development, organizational effectiveness, managerial assessments, and assessment centers as well as other activities. He completed the Ph.D. at the University of Minnesota in 1968.

Tom Janz teaches in the Faculty of Management at the University of Calgary. He received his Ph.D. in Industrial Psychology from the University of Minnesota in 1977. After graduating, he taught at the University of Waterloo and later at Simon Fraser University. His publications include the recent book *Behavior Description Interviewing: New, Accurate and Cost Effective* from Allyn and Bacon as well as many articles and chapters.

Coordinator: **Joseph T. McCune**, Rutgers University.

REGISTRATION PRE-CONFERENCE WORKSHOPS THURSDAY, APRIL 21, 1988 Dallas, Texas

NAME (Please Print) _____

POSITION TITLE _____

ORGANIZATION _____

MAILING ADDRESS _____

PHONE () _____

APA DIVISION MEMBERSHIP(S) _____

A Note to Registrants:

Sections 8 and 10 are day-long workshops. All the other workshops have been designed as half-day workshops. Based upon your choices, you will be assigned to one full-day workshop or two half-day workshops.

Please indicate your choices by section number and workshop title:

	Section Number	Section Title
First Choice:	_____	_____
Second Choice:	_____	_____
Third Choice:	_____	_____
Fourth Choice:	_____	_____
Fifth Choice:	_____	_____

Registration is on a first-come, first-serve basis. All workshops will be limited to 25 participants. Please note that advance mail-registration will close on April 14, 1988. All registrations *received* after that date will be processed as on-site registrations.

\$150—Society for Industrial and Organizational Psychology, Inc.
(Division 14 of the American Psychological Association)
Members and Student Affiliates.

\$195—APA Members

\$235—Non-APA, Non-Division 14 Members

Fee includes: All registration materials, lunch, and social hour. Additional tickets for the social hour are \$25 per guest. **Please make check or money order payable in U.S. currency to SIOP.**

Mail form and registration fees to:

Susan N. Palmer (Registrar)
Staff Analysis #1228
Mail Code 0196-059
Wells Fargo Bank
79 New Montgomery St.
San Francisco, CA 94163

Technological Change and Innovation

A special issue of the *Journal of Occupational Psychology*, guest edited by Chris Brotherton.

Strategic human resource management in the UK computer supply industry—*Paul R. Sparrow & Andrew M. Pettigrew*

A longitudinal study of adjustment to technological change: From mass to computer-automated batch production—*Ann Majchrzak & John Cotton*

Parental influence and teenagers' motivation to train for technological jobs—*Glynis M. Breakwell, Chris Fife Schaw & John Devereux*

The development of computer applications by non-employed people in community settings—*Catherine Cassell, Mike Fitter, David Fryer & Leigh Smith*

Long-wave cycles of sociotechnical change and innovation: A macropsychological perspective—*Kenyon B. De Greene*

Information technologies and organizations—lessons from the 1980s and issues for the 1990s—*Frank Blackler*

A history of social psychological reactions to new technology—*Jim Carliopo*
Robotics—A challenge for occupational psychology—*Oded Shenkar*

The special issue will be available as Part 1 of the *Journal of Occupational Psychology*, volume 61 (1988). Subscription to volume 61 (ISSN 0305-8107), edited by Dr David Guest, is £49.50 (US\$89.00).

In order to make it available to the widest possible audience, the special issue is available as a single part, for a limited period only (until June 1989) at a special price of £6.95 (US\$11.95) for the single journal part.

Orders and subscriptions to:

The British Psychological Society
The Distribution Centre, Blackhorse Road, Letchworth, Herts SG6 1HN, UK.

Views of Job Satisfaction

C. J. Cranny

On October 29 and 30, the I/O Psychology Program at Bowling Green State University hosted a conference entitled *Job Satisfaction: Advances in Research and Applications* in Bowling Green, Ohio. There were about 100 participants, most of whom were SIOP members. Graduate students from Stevens Institute, Michigan State, and Bowling Green also participated. The two-day conference comprised twelve invited presentations by sixteen authors, and questions and discussion by all participants. Bob Guion had the last word.

The opening presentation was given by Frank Landy (Penn State), who reviewed the early history of job satisfaction, and even claimed to have uncovered a few scandals. Charles Hulin (Illinois) and Mary Roznowski (Ohio State) spoke on the usefulness of important measures of valid constructs. They discussed a model relating absence, tardiness, and turnover as manifestations of a common trait, and pointed out problems due to the use of skewed or dichotomous criteria. Eugene Stone (BGSU) discussed methodological problems and conceptual issues basic to the study of job satisfaction. He held that, contrary to some recent claims, people can and do restructure and redefine jobs with consequences for affective variables. Ben Schneider and Sarah Gunnarson (Maryland) talked about Opportunity as the Great Satisfier, a concept which they feel explains many apparent inconsistencies in the literature. Some later speakers questioned this idea but, unfortunately, Ben and Sarah were unable to stay for Friday's program.

On Thursday afternoon, Rene Dawis (Minnesota) presented a model of person-environment fit and related it to job satisfaction. He discussed both methodological and conceptual concerns and their implications for research. Larry James (Georgia Tech.) presented a model relating latent measures of work environment and latent measures of job satisfaction. The day ended with two views of the outcomes and correlates of job satisfaction. Ray Katzell and Richard Guzzo (NYU) dealt with the linkages and independence of job satisfaction and job performance and presented a model which holds that the causes of each of these constructs are neither identical nor completely different, and also that the two are interconnected both directly and indirectly. Ed Locke (Maryland) and Cynthia Fisher (Texas A&M) spoke about the possible consequences of

job satisfaction and dissatisfaction and a complex criterion comprising many different behaviors or consequences.

Friday began with a discussion of job stress and health by Gail Ironson (Stanford U. Medical Center). In addition to reviewing evidence on this relationship, she considered issues including measurement and definition of variables and examination of person-environment fit. Bonnie Sandman (Smith, Sandman & McCreery) followed with a description of the development of the Job Stress Index. She also discussed the possibility that the relationship between job-induced stress and job satisfaction may differ due to the situation in the organization. Not surprisingly, both the Ironson and Sandman presentations generated considerable discussion. Sheldon Zedeck (UC, Berkeley) (in his first return visit to Bowling Green in seventeen years) finished the morning with a presentation on satisfaction in union members and their spouses. The data concerned not only the satisfaction, stress, health, perceived climate, and self-reported performance of the union members, but also similar information from their spouses.

Finally, Pat Smith (BGSU) presented what she described as her "tree" model of job satisfaction, its correlates, and its consequences. Bob Guion (BGSU) then had the last word, summarizing and highlighting the major themes of the presentations and discussion as: problems with ad hoc measures and sloppy terminology, the importance of recognizing the historical bases of our research, and the increasing stress on the importance of multivariate research in this area. It was also noted that discussions by Landy and Zedeck have finally settled the question of which one was Bowling Green's first I/O Ph.D., but that there remain at least two views of how it was settled.

The conference seemed successful, with both the quality of the presentations and the discussion indicating that research in job satisfaction and related areas remains one of the most active and exciting areas in I/O psychology.

On Friday evening Pat Smith was honored (and lightly roasted) at a dinner by a number of her friends and colleagues for her outstanding, and continuing, contributions.

APA & Civil Rights Bar Opposed by Justice, EEOC, ASPA, IPMA & EEAC Before Supreme Court in CLARA WATSON VS. FORT WORTH BANK & TRUST

James C. Sharf¹

The Supreme Court granted *cert* in *Watson* to decide if the "racially adverse impact of the employer's practice of committing employment decisions to the unbridled discretion of a white supervisory corps" should be analyzed under the *disparate impact* standard of *Griggs* or the *disparate treatment* standard of *McDonnell Douglas*. APA and the Lawyers Committee for Civil Rights Under Law argued in their respective Supreme Court *amicus* briefs filed in November that subjective personnel assessment methods such as interviews, experience requirements and performance appraisals can and should be held to the *Griggs* burden of proof, i.e., the same validation *Standards* and *Principles* as objective tests. The Department of Justice + EEOC, the American Society for Personnel Administration + the International Personnel Management Association, and the Equal Employment Advisory Council in their respective briefs challenged APA's presumption and argued that subjective selection procedures should be held to the disparate treatment burden of proof. The case will be argued and decided this term. The APA and ASPA arguments are abstracted below.

Statement of Facts

Clara Watson (Petitioner), a black woman, was hired as a proof operator by Fort Worth Bank & Trust (Respondent) in '73, was promoted to position of drive-in teller in '76, and was promoted to position of commercial teller in '80. She sought further promotion to the position of supervisor of all tellers—a promotion subsequently awarded the supervisor of the Bank's bookkeeping department. During the following year, Watson unsuccessfully applied for promotion to three other supervisory positions. In two instances, more experienced employees were chosen. In the third, promotion was awarded to a candidate having at

¹The opinions expressed are those of the author and not necessarily official policy statements. Abstracts of all *amicus* briefs filed in *Watson* may be obtained from the author, OPM, Rm 6454, 1900 E St. NW, Washington, DC 20415.

least some supervisory experience. In only one other instance had a black unsuccessfully applied for promotion.

Each of Watson's promotions as well as her three unsuccessful attempts was based on the judgment of the manager who considered the candidate's "accuracy of work, alertness, personal appearance, supervisor-co-worker relations, quantity of work, physical fitness, attendance, dependability, stability, ambition, friendliness, courtesy, job knowledge and experience." Watson's prima facie argument consisted of applicant flow data showing that blacks had one-fourth the chance of a white applicant to get a job initially, that a black employee was likely to receive \$46/month less than a white employee for comparable work, and that blacks progressed at a rate six-tenths of a pay grade/year more slowly than similarly situated whites.

Lower Court Decisions

The district court held that the respondent's articulated reasons for failing to promote Watson were not pretextual and that, although petitioner, "made allegations of discrimination in hiring, compensation, initial placement, promotions and other terms and conditions of employment, there was little or no evidence of discrimination in these categories" and that "no discrimination against blacks as a class had been proved on the basis of defendant's hiring practices." The court of appeals held that "a Title VII challenge to an allegedly discretionary promotion system is properly analyzed under the disparate treatment model rather than the disparate impact model," that there was "no indication in the record . . . that the district court neglected to consider the statistical evidence presented in terms of evaluating the credibility of the proffered explanations for promotion decisions" and that "the district court's finding that the bank's explanations for its action were not pretexts for discrimination is not clearly erroneous."

Brief for the American Psychological Association in Support of Petitioner²

"(APA) will leave it to the parties to argue whether disparate impact analysis under Title VII . . . is properly applied to review the legality of subjective assessment devices for the hiring and promotion of employees. However, insofar as a negative answer is grounded in the assumption that subjective assessment devices are not amenable to psychometric scrutiny in the same way that ability tests are, such an assumption is contrary to fundamental and generally accepted scientific principles of

measurement. . . . Subjective selection devices *can* be scientifically validated for the assessment of individuals . . . The choice of analyses under Title VII, therefore, should not turn on whether the challenged employment practices are based on objective or subjective evaluations of applicants.

"(I)t is clear that the procedures respondent used in this case to evaluate petitioner for promotion were not shown to be scientifically valid, i.e., appropriate, meaningful, or useful for the inferences drawn from them. More importantly, however, the Standards and Principles provide ample guidelines for how those procedures, notwithstanding their subjective nature, could have been validated.

"The recognition that subjective assessment procedures may be validated is critical to the effectuation of the underlying goals of Title VII. Subjective procedures, like those of a more objective nature, should be required to be validated for specific jobs in any case where employers use those procedures as a defense to a prima facie case of discrimination, whether the claim is analyzed under a disparate treatment or a disparate effect (sic) theory . . .

"Validation is no less applicable to subjective assessment devices than to objective ones . . . an employer should be required to provide evidence of the validity of those procedures whether the employer chooses to use ones labeled as subjective or objective . . .

"(T)he use of employment interviews should be 'preceded by a thorough analysis of the target job, the development of a structured set of questions based on the job analysis, and the development of behaviorally specific rating instruments by which to evaluate applicants.' The assessment of employees 'should be maximally dependent on their personal characteristics and minimally dependent on who made the assessment. Where non-test predictors like interviewer judgments are used, the (employer) should develop procedures that will minimize error resulting from differences between judges' . . .

"In sum, rating scales will conform to legal and psychometric requirements if the appraisal system is based on a job analysis, contains clearly defined dimensions of job performance rather than vague, global measure or abstract trait names, is behaviorally based so that all rating can be supported by objective, observable evidence, and if the raters are in the position to observe the behaviors to be rated and are trained to reduce sources of bias, contamination, or other rating errors . . .

"There is absolutely no legitimate reason why respondent failed to conduct even crude validity studies of the selection devices it used to evaluate petitioner or, at the very least, to investigate the availability of existing sources of valid selection devices . . .

²Copies of the APA brief may be obtained from Gus Martin, APA Legal Department, 202/955-7662.

"In light of the 'nondiscrimination' objectives of Title VII and the demonstrated ability of professionals to validate subjective assessment devices, however, there is no principled reason to treat objective and subjective devices differently in imposing a validation requirement, regardless of whether a plaintiff proceeds under disparate impact or disparate treatment claim. Indeed, permitting the use of unvalidated subjective assessment devices while requiring objective devices to be validated provides a ready mechanism for covert discrimination for employers seeking to avoid the constraints of Title VII. Validation does require the expenditure of both time and money by an employer. But, as *amicus* has demonstrated, there are a number of readily available techniques for developing, adopting, and validating both objective and subjective devices, and both professional and legal standards allow the use of already developed selection devices. Thus, when one balances the relative costs of validation to the employer against the costs of eroding the protections provided by Title VII and the damage to society of perpetuating the vestiges of discrimination, the outcome clearly favors the requirement that employers use psychometrically sound and job-relevant selection devices."

**Brief for the American Society for Personnel Administration (ASPA),
The International Personnel Management Association (IPMA), and the
Employment Management Association Supporting Respondent**

Question: Does Title VII require that a final managerial judgment to promote an individual employee be supported by the same complex proof of job relatedness required for standardized selection protocols which systematically deny employment opportunities to a disproportionately high number of the members of protected groups?

"Petitioner's indictment of promotion decisions involving "discretionary subjective evaluations" attacks the most common method used by American employers to make final selections among competing applicants. Petitioner's refrain that personnel judgments are suspect or illegitimate if they are "subjective" relies on a distinction that is artificial. All personnel decisions involve value judgments by those responsible for the success of an enterprise. To label these judgments "objective" or "subjective" is of no help in deciding how they should be reviewed under Title VII. The decisions of this Court have never relied on such a distinction.

"Intentional discrimination against individual employees was the principal evil Congress sought to eliminate when it enacted Title VII. This Court has enforced Title VII in the absence of proof of intent only in cases where employers have erected systematic barriers to employment which have a disparate impact on members of protected groups . . . the

diploma and test requirements imposed in *Griggs* permitted no case-by-case judgments about other qualities that might have recommended these candidates for selection. Under these special circumstances, this Court made an exception to the essential principle of Title VII that employers should be liable only for intentional discrimination. The Court held that specific selection devices which impose systematic, irrebuttable barriers to employment opportunities for blacks cannot survive Title VII review unless shown to 'have a manifest relationship to the employment in question.'

"In contrast to the well-defined, systematic criteria which disqualified a group of blacks from further consideration in *Griggs*, Watson has identified no specific employment criterion which she claims the Bank used to her disadvantage in evaluating her promotion application. Nor has Watson identified a test or employment policy which operated to the disadvantage of blacks generally in the competition for promotions. Having failed to show that she was treated any differently than her white competitors, Watson nevertheless insists that a promotion decision is inherently suspect if it is based on a manager's business judgment. According to Watson, every employer that permits its managers to exercise judgment in personnel decisions has to be prepared to prove the business necessity of such judgments. Since no illegitimate test or promotion criterion has been identified by Watson, this means much more than validating a test instrument, complex as even that usually proves to be. Watson appears to demand that employers 'scientifically validate' the general practice of permitting managers to make judgments about individual promotions, a practice so universal that it has never before been questioned in the Court. Indeed, this Court has taken pains to make sure that, in the absence of proof of intentional discrimination, routine business judgments about individuals are not second-guessed in the name of Title VII.

"As is best illustrated by the discussion of 'scientific validation' presented by Watson's *amicus*, the American Psychological Association, massive new burdens would be placed on employers by a requirement that they validate each of the criteria and procedures used to make judgments about individual employees. Petitioner's theory of Title VII, would, therefore, lead inexorably to one of two results never intended by Congress. Employers that endeavor to 'validate' the practice of permitting managers to make judgments will suffer the untold expense of validating a continuous stream of personnel decisions, followed by litigation of remarkable complexity, pitting one team of statisticians against another in battles about the quality of those validation efforts—and all in the absence of any proof of an intent to discriminate. For employers who choose not to employ 'validators' to attempt to certify their

judgments—perhaps because they simply cannot afford to do so—there will be only one other option. In order to avoid Title VII liability without ‘scientific validation’ of every aspect of personnel management, these employers will see to it that their managers’ judgments have no disparate impact on minorities by hiring and promoting on the basis of class membership. In short, numerical quotas become a low cost alternative to the impossibly complex system demanded by Watson and her amici . . .

‘Petitioner’s amicus, the American Psychological Association (APA), introduces its brief with the disclaimer that it ‘will leave it to the parties to argue whether disparate impact analysis under Title VII . . . is properly applied to review the legality of subjective assessment devices for the hiring and promotion of employees.’ The APA explains that its limited purpose is merely to show, as a matter of psychometrics, that procedures like those used by the Bank *can* be ‘scientifically validated.’

‘However, contrary to its opening disclaimer, the APA proceeds to argue not only that the Bank’s employment devices *could* be validated but that they *should* be validated as a matter of law under Title VII. ASPA, IPMA, and EMA respectfully disagree. Rather than presenting convincing reasons why employers should be forced to adopt complex, statistically based personnel practices, the parade of research findings invoked by the APA shows the Court how burdensome such an imposition would be and how, in the final analysis, the ‘validation’ recommended by the APA would do little to advance the cause of equal employment opportunity.

‘The APA’s call to require validation of all selection devices—including processes like employment interviews—hinges on the faulty legal conclusion that ‘the crucial public policy goals of Title VII would be thwarted if employers could rebut claims of discrimination simply by pointing to the results of unvalidated assessment devices, whether subjective or objective.’ This statement reflects a basic misunderstanding of Title VII laws. Evidence simply describing the result of a choice between two employees is never enough to defend a disparate treatment claim. To rebut Petitioner’s claim of discrimination the Bank had to do much more than simply ‘point to the results’ of its managers’ judgments. Under *McDonnell Douglas*, the Bank was required to explain the factors that distinguished Petitioner from her competitors and, ultimately, the district court had to be convinced that those factors were the genuine reason for its decision.

‘In view of the slender legal reed supporting the APA’s position, the extreme financial and administrative burden that would be imposed on employers by the results it seeks looks even more out of place. While the process of ‘scientific validation’ may seem straightforward to a few industrial psychologists, the APA brief shows it to be a process of enor-

mous complexity and one totally foreign to employers who rely in large measure on their managers’ knowledge of employees in making promotion decisions . . .

‘No law requires employers to maintain the personnel documents required for the APA’s purpose. In accordance with the principle of non-interference, the equal opportunity laws have never mandated the personnel procedures and documents employer must use to manage their businesses. The position urged by the APA would do just that. The judgments of managers would be superseded by the computations of industrial psychologists. These requirements would exist not just for positions for which an individual employer decided to impose a screening test like the one reviewed in *Griggs*, but for all positions filled by devices such as interviews and work histories—that is, for virtually *all* positions. Only a revolutionary interpretation of the meaning of employment discrimination would require this result.

‘As the APA explains its concept of personnel administration, the work of job analyses (sic) would only lay the groundwork for the process of ‘scientific validation.’ For validation to be meaningful, it must predict performance of a *particular* task or set of tasks . . . Thus, selection procedures or devices are validated for a particular job. Not only must each device or criterion be validated separately for each job, according to the APA, but it is quite clear that business judgments thought to enjoy universal acceptance would be of no value in judging validity . . .

‘The requirement of separate ‘scientific validation’ for each selection device used for each position, and the focus on the personal characteristics of individual interviewers is totally inconsistent with the APA’s suggestion that firms with limited resources might conduct ‘crude validity studies’ or use selection devices developed by others. Armed with the APA’s definition of true ‘scientific validation,’ there is no reason to believe that Petitioner would have been satisfied with a ‘crude substitute’ . . .

‘(The APA’s) definition of interview validity means that after the position descriptions are written, domains defined, KSAs ranked, scores scaled, and results validated, Petitioner’s challenge to the Bank’s interview process turns on whether the manager who made the decision was biased. This, of course, was the essence of the disparate treatment analysis already completed by the district court. The circle of Petitioner’s reasoning is thus complete. Consistent with this Court’s view of the limited role of the disparate impact model of proof, analysis of a manager’s intent should be the first, last and only analysis appropriate for deciding whether an employer has discriminated unlawfully in making an individual promotion decision. . . .

"The Court should reject Watson's effort to subject judgments about individual employees to disparate impact analysis when the disparate treatment approach has already provided her the opportunity to prove unlawful discrimination. ASPA, IPMA and EMA urge the Court to reaffirm that the limited purpose of disparate impact analysis is to review specific employment devices which have the effect of systematically excluding members of protected groups from employment opportunities."

SIOP Calendar

TIP deadline for May issue	March 1, 1988
I/O & OB Graduate Student Conference—Toledo	April 15–17, 1988
SIOP Pre-Conference Workshops—Dallas	April 21, 1988
SIOP Third Annual Conference—Dallas	April 22–23, 1988
SIOP Pre-APA Workshops—Atlanta	August 11, 1988
SIOP Doctoral Consortium—Atlanta	August 11, 1988
APA Annual Convention—Atlanta	August 12–16, 1988

WRITTEN A GOOD BOOK LATELY?

Encourage your publisher to advertise your masterpiece in **TIP**! Advertising rates and additional information appear on the last page of this issue. This is an excellent way for you to support the Society while enhancing your royalties!

Interprofessional Relations and External Affairs: A Legal Perspective

Robert H. Woody, Ph.D., J.D.
University of Nebraska at Omaha

The External Affairs Committee of the Society for Industrial and Organizational Psychology has the "goal of establishing better relationships within the American Psychological Association, within the Society, and with outside professional associations from this country and abroad" (Quaintance, 1986, p. 73). Given their professional training, it would seem that I/O psychologists could easily promote this goal, such as by avoiding or resolving conflicts with colleagues. Unfortunately, personal attributes sometime contradict professionalism.

An axiom of personnel management is that there be mutual respect. While I/O training presumably promotes respect as a prevailing set, egocentric needs may negate positive relations. When the egocentric drive breaks through professional restraints, interpersonal (or interprofessional) problems result.

Traditionally, psychologists have had an obligation to actively resolve conflicts with colleagues. In recent times, this obligation has been diminished to a recommendation, which is not an ethical mandate.

In the "Ethical Principles of Psychologists" (APA, 1981), Principle 7, Professional Relations, states:

"Psychologists act with due regard for the needs, special competencies, and obligations of their colleagues in psychology and other professions. They respect the prerogatives and obligations of the institutions or organizations with which these other colleagues are associated." (p. 636)

When a psychologist knows of an ethical violation by another psychologist, ethics (7g) support, *if it seems appropriate*, that an attempt be made to resolve the issue directly with the other psychologist. All too often, psychologists avoid confrontation, even (especially?) for situations short of a possible ethical or legal violation.

The Society's *Casebook on Ethics and Standards for the Practice of Psychology in Organizations* (Lowman, 1985) supports that a psychologist's comments to a client that raise doubt about another psychologist's competencies should be inspected for what "was intended to be communicated and the psychologist's motivation" (pp. 39–40);

presumably expressing "legitimate reservations" to a client would be ethical. What is ethical may not be compatible with legal principles; for example, intent and motivation may be secondary to the results (i.e., damages created by a slanderous statement).

Commonly being in an entrepreneurial effort, the I/O psychologist is in the mainstream of business competition. It seems likely that the business world (as opposed to, say, the "human services" world of clinical psychologists) creates a special liability for I/O psychologists. Proving one's products or services to be superior to what is offered by the competition fulfills the basic drive to experience success. But this is where the legal trouble may start.

It is one thing to compete legitimately, but quite another matter to resort to unfair competition. By definition, unfair competition involves actions that are incompatible with public policy, if not in violation of the law *per se*. Unfair competition is proscribed by the Federal Trade Commission Act (15 U.S.C., Section 45), and state statutes typically codify essentially the same principles for use in the state courts. Unfair competition is a complex legal area, and herein the discussion will be limited to selected principles that have special relevance to the practice of industrial and organizational psychology.

Competing for a contract, e.g., to do personnel assessments, must be performed in a way that does not result in the tort cause of action *interference with contract*. For example, using "trade secret" information (ideas intended for in-house use only) from a former employee of a competitor to "pirate" an assessment method and submitting a lower bid to a contractor might well be wrongful, even though the competitor's method might not be legally protected (e.g., by copyright). In contrast, analysis of a competitor's publicly revealed assessment method as a basis for constructing an improved method would more likely pass a test for fairness.

To follow up on the trade secrets notion, it would seemingly be unfair to recruit an employee away from a competitor solely to gain knowledge of the elements that led to the competitor's successful operations. It is one thing to recruit an employee with experience in the field, and quite a different thing to recruit him/her for the "insider" perspective about the competition.

Another example of faulty interprofessional relations involves making libelous (written) or slanderous (spoken) statements about a competitor to a prospective client. In defamation, as would embrace libel and slander, it is not always a defense to believe what is communicated. Likewise, it is not enough to intend no harm. Depending on the nature of the "publication" (what was communicated and the context in which it occurred), a sincere personal opinion about the shortcomings of a colleague could be the basis for a legal action. [Note: the definition for a

cause of action is commonly determined by statutes and case decisions unique to the state.]

It should be recognized that, historically, psychologists (and other professionals) enjoyed a certain insulation from the legal system. By public policy, there was deference to regulation by the profession (as probably underlies the ethical notion that conflicts should be resolved between the psychologists). The situation has changed—this is litigious era and professionals of all ilk (and psychologists are certainly no exception) must abide by the same legal prescriptions and proscriptions as anyone else (Keeton, 1984).

An I/O psychologist with "bad vibes" about a colleague might argue, "Surely I have a professional duty to monitor wrongful practices by others in my discipline!" That is true, but only in a circumscribed manner.

If an I/O psychologist files a complaint to an ethics committee or a state board of licensing about another I/O psychologist, there would likely be—if there was a scintilla of justification for the complaint—limited immunity from a counter-action (say a slander suit). To the contrary, if the I/O psychologist who files the complaint—no matter how well justified—starts talking to others, be it a professional or layperson, in a disparaging way (e.g., "I know he/she is unethical, because the state board is going to yank his/her license to practice"), any professional insulation, deference, or limited immunity is improbable. [Note: state laws may differ on this matter.]

The prudent I/O psychologist must avoid *disparagement* (making an invidious comparison of another psychologist's competencies to other psychologists, with damages resulting) and *defamation* (making statements that imply that another psychologist is dishonest, lacks integrity, or deliberately defrauds the public). While a legal action based on disparagement and/or defamation must prove the falsity of the statement, simply alleging that it was made (especially with an affidavit from the person who heard the statement) shifts the burden of going forward to the person who made the statement—which means he/she would have to prove the truth of the statement. [Again, state laws may differ on this matter.]

The Society's Legal Affairs subcommittee of the External Affairs Committee strongly supports the idea of "minding your business." As noted elsewhere (Woody, 1987), psychologists should have no trouble with this dictum: "minding" is "their business."

ROBERT H. WOODY is Chair of the Legal Affairs Subcommittee of the External Affairs Committee.

REFERENCES

- American Psychological Association. (1981). Ethical Principles for Psychologists. *American Psychologist*, 36, 633-638.
- Keeton, W. P. (Ed.) (1984). *Prosser and Keeton on the Law of Torts* (5th ed.). St. Paul: West.
- Lowman, R. L. (Ed.) (1985). *Casebook on Ethics and Standards for the Practice of Psychology in Organizations*. College Park, MD: Society for Industrial and Organizational Psychology.
- Quaintance, M. K. (1986). External Affairs Committee 1986-87 Goals. *The Industrial-Organizational Psychologist*, 24(1), 73-74.
- Woody, R. H. (1987). Protecting the Psychological Business: I. Public Policy and Legal Principles. *The Florida Psychologist*, 37(2), 12-15.

New TIP Department:

Clearinghouse for Technical Reports and Other Unpublished Professional Documents

In an attempt to aid in the dissemination of various professional documents that are often not published or otherwise available to the profession, **TIP** will publish brief summaries of such documents with information on how the complete document can be obtained. We anticipate that technical reports, intraorganizational applied research reports, and case studies are likely documents for this service. Copies of the documents should be available for distribution by the author(s) for free or for a nominal fee only. Documents that advertise the products or services of an individual or organization will not be listed. For more information, contact: **Ted Rosen, 9008 Seneca Lane, Bethesda, MD 20817, 301/493-9570.**

A Consultant's View of Being a Consultant* Part III: The National Consulting Firm

Daniel E. Lupton

Editor's Note: Part of a series of articles on organizational consulting coordinated by Dan S. Cohen and initiated by the Professional Affairs Committee while chaired by Manny London.

A. Self Description

Age: 56
Job Title: Vice President and Principal
Highest Degree: Ph.D.
Field of Study: Adult Development
Firm: Towers, Perrin, Forster & Crosby, Inc.
Years in Position: 17
Year Degree Granted: 1967

B. Career Description

Returning one day from the office, with babies crying and wife summoning me to dinner, the phone rang and my current job found me. At the time I was working for another national firm specializing in "corporate psychology" which at the time (1969) was primarily psychological evaluation of candidates for managerial, sales, and professional positions, executive counseling (now called "stress management") and individual management development planning. I had obtained that position through attending the "meat market" at MPA a couple of years before.

In prior years I had been an avid reader of the *APA Employment Bulletin* and dispatcher of resumes. Apparently, one of those resumes—like messages in an empty bottle—had washed up on the shores of a tribe of headhunters and the call was from an executive recruiter.

As I look back over the formal psychological training I received, I can only say that it was eclectic in the extreme. My interests have always been broad and so in pursuit of the "union card", i.e., the Ph.D., my program embraced a practicum in client-centered counseling and experimental, educational, clinical, and I/O courses. I even took a sequence in "Rational Psychology" as part of the fulfillment of the requirements for my undergraduate degree in Philosophy! In short, I never let my training

get in the way of my education. Probably the most occupationally specific programs I undertook were an internship in small group dynamics at the Center for Continuing Education at the University of Chicago and a post-doctoral MBA at the same institution.

The MBA was most useful in that it gave me an acquaintance with the language of business (Accounting and Finance) and exposure to the ways business people think (interaction in case study groups with my fellow students who were all at the middle management level in a wide variety of businesses).

My early work experiences were in organizations where I had the opportunity in a variety of settings (religious, social welfare, and academic) to hone my listening and counseling skills.

In terms of the skills and attributes that have been instrumental in my providing quality service to our clients, I would rank a commitment to life-long learning at the top of the list from a cognitive viewpoint. I have not only been able to build on many years of actually working with clients (consultants are accused of learning on the job), but have also taught (a great way to learn) and taken courses and seminars over the years.

Another complex of skills has to do with the delivery of consulting services. Here the ability to make effective presentations, think on your feet, and not let your ego or eccentricities get between you and your clients have all been extremely important.

Like most people, I suspect, my career progression has been a combination of interest and serendipity. When I got my doctorate, the academic industry was in the early stages of contraction (1967). The only position available was funded with "soft money," i.e., a federal grant, and prospects for the future looked rather bleak. I was already working for a profit-making organization doing "contract research" as a way of financing my education. I found I enjoyed the variety of working with a number of different organizations because, while the basic issue or task may be the same, it will always be different given a specific organizational setting and cast of characters. I had already made the break from "pure research" (and suffered the opprobrium heaped on me for "selling out") so I decided to make a career in consulting.

C. Organization Description

Towers, Perrin, Forster & Crosby is a consulting organization specializing in total compensation (pay and benefits), actuarial, and communications consulting services.

We also offer general management services in the areas of strategy, human resources, organization planning, and management processes. We serve clients in virtually every sector of the economy, with specialized

groups serving the communications, energy, financial services, information processing, mining, and transportation industries and in the government and education service sectors. Through TPF&C's Insurance Consulting Unit, we counsel property and casualty and life insurance companies in all our service areas. We also offer risk management counsel to help organizations evaluate and manage their property and casualty liabilities.

TPF&C is a rather flat, non-bureaucratic organization, although with growth has come some layering of management; we now have regional managers. The New York office, like most of our larger offices, is a matrix organization. As a result, I wear two hats. I am a unit leader (a line position) with five consultants reporting to me, and the practice leader for Human Resource Management Services (a functional position) with a "dotted line" relationship to all consultants engaged in consulting projects involving the human resource planning and development discipline in the office.

D. Professional Activities

In responding to questions from my colleagues at TPF&C about what exactly do I do or what are Human Resource Management Services, I usually respond by saying that we do everything that's not benefits or compensation consulting related.

In other words, the work that I and my team perform is varied in the extreme, but it is all related to the audit, development, installation, and evaluation of such human resource management systems as selection, orientation and training, career/succession planning, performance evaluation, culture management, and down-sizing. Organizationally speaking, we deal with the people management side of the business in all aspects of their work life except compensation and benefits. These latter are the bread and butter services of the rest of TPF&C.

To get a more specific idea of the nature of these "everything else" services, I've summarized a few of the major projects that our team here in New York was involved with during the past year.

Project 1. How can employees indoctrinated in the culture of a heavily regulated company make the transition to a highly competitive, customer-oriented business environment?

Recognizing the urgency of achieving the desired behavior changes, TPF&C designed an intensive, one-year, culture management program. We conducted a culture survey to create a sense of the changes needed and the effort they would demand. We helped the division establish task forces to tackle problems identified by the survey. To foster a spirit conducive to change, we held off-site team-building meetings, sometimes for a whole division, sometimes for a single work unit. We organized struc-

tured peer, supervisor, and subordinate feedback programs that focused on the desired entrepreneurial behaviors and led to focused development plans and training programs to provide needed skills. We designed individual objective-setting and semi-annual performance reviews to help direct the individual's efforts. Individual coaching sessions reinforced these policies as needed.

Formal program evaluation conducted at the end of the year indicated the following results:

- Better planning and priority-setting decreased the reliance on crisis management.
- The business teams were able to develop because few employees terminated or transferred outside the work unit; they did not jump ship to more predictable and stable jobs.
- A strong esprit de corps had developed that promoted cooperation and progress within the division.
- Managers displayed many of the desired behaviors, including willingness to take risks; they showed less concern about going through formal channels and more about getting a job done; and they paid more attention to what people know and do than to their status in the organization.

Project 2. How can a company use its performance appraisal process to support efforts to enhance quality and teamwork?

TPF&C developed a survey questionnaire about the company's performance appraisal system and career development program after conducting a series of focus group meetings with supervisors and employees and working with a task force of personnel executives. The questionnaire explored both philosophical issues (e.g., objectives and fairness of the company's system) and pragmatic concerns (e.g., supervisory behavior and employee participation in the appraisal process) and looked at the link between the company's performance appraisal system and its quality program.

TPF&C distributed the mail-in questionnaire to the company's exempt staff. Although it required some 20–30 minutes to complete, nearly 70% of the employees did so, with many adding extensive comments.

Through the survey, employee meetings, and review of appraisal materials, TPF&C identified several ways the appraisal system was failing to support, and perhaps even hindering, the company's efforts to enhance quality. Guided by the findings of the survey, the company developed a new appraisal system specifically designed to address these problems and thus promote commitment to "doing things right the first time."

Project 3. How can a company reduce turnover among key professionals without greatly increasing its costs, even though these employees can earn significantly more money by leaving?

Working with line managers and human resources personnel, TPF&C identified the costs associated with turnover. Tangible costs approximated 150% of the average professional employee's first-year salary. The intangible costs were more devastating: greater stress on the staff who had to do extra work during transitions between employees and growing distrust among customers who were aware that many staff members were new and inexperienced. There was even concern that the loss of people with reputations and long-term customer relationships meant loss of business opportunities for the company.

Having established the significance of the cost of turnover and its impact on business expansion, the company wished to explore causes and solutions. TPF&C interviews with current and former employees disclosed that higher compensation was not the principal cause. Far more important were the frustrations interviewees cited, including limited career paths (hence departure after 3–5 years when they had been passed over for management positions), lack of challenge, and the perception of being considered unimportant or unable to contribute to the organization. TPF&C found that management was not sharing plans and results with employees and was offering them only limited opportunity to expand their contributions to the company. Several managers admitted little interest in managing; they had accepted the role as the only available promotional route.

The company is taking various steps to reduce turnover by eliminating its causes. Among these steps are the creation of a dual career path, quarterly meetings to discuss business plans and results and other organizational information, and the design of appraisal and compensation plans to encourage performance that fulfills both individual and company needs.

Perhaps these examples will serve to highlight the extremely varied and complex organization problems TPF&C's Human Resource Management Services group is called upon to help companies cope with. The work is intensely interesting and rewarding and keeps all of us in a continuous learning mode. What more can one ask of one's work life?

The ad-hoc manager

by Adela Oliver
President
Oliver Human Resource Consultants, Inc.

American corporations have recently undergone massive downsizings, resulting, in part, in temporary or contingency managers.

Little is known about ad-hoc managers except that they are being hired to fill operational holes left in the organization.

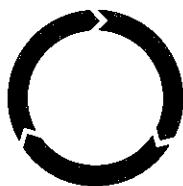
This new breed of managers is troublesome from a human resource point of view. What exactly do they do? What are the guidelines for hiring and terminating them? What benefits and compensation do they receive? What legal liabilities does the hiring company have? What exactly is their status?

Consultants are easy to understand; use their services, pay them, and call them again when you want them. But what about contingency managers? Their status and use is decidedly unclear.

To help us understand this new phenomenon, we invite you, as a human resource executive, to participate in our nationwide survey of ad-hoc managers. Please send your business card and we'll send you the survey. The results will be shared with all participants and your views will help clarify a muddy and worrisome issue.

The Ad-Hoc Manager may well be here to stay. But just where and how does he or she fit in?

Oliver Human Resource Consultants is an executive outplacement and organization development consulting firm based in New York.



Oliver Human Resource Consultants, Inc.
1290 Avenue of the Americas, NYC10104
212 307-5740

Coverage of I/O Psychology in Introductory Textbooks

Janet J. Turnage
University of Central Florida

Last year, **Marilyn Quaintance**, Chairman of the External Affairs Committee, identified as a goal for the University Affairs Subcommittee the review of introductory psychology textbooks to determine the extent of their coverage of I/O psychology and related topics in applied areas. **Janet Barnes-Farrell** started the project, and I continued the review this year. Our concern was that the field was not specifically defined and that topics related to I/O psychology were not adequately covered in introductory texts. The purpose of this report is to document this inadequacy and to suggest ways in which we might increase awareness of the I/O specialty through introductory publications.

Evaluation of Textbooks

We used the following evaluation categories to describe text coverage:

- Poor— contains no explicit description of the I/O field and little or no specific discussion of relevant I/O issues.
- Weak— provides a brief definition or description of the field and/or presents brief mention of relevant topics.
- Marginal— contains a short (1-5 page) discussion of I/O psychology and/or other related applied areas, describing relevant topics.
- Good— provides over 5 pages of coverage of I/O psychology and relevant issues.
- Excellent— contains an entire chapter devoted to the field of I/O psychology.

Janet Barnes-Farrell's initial review of eleven introductory texts evaluated four as "poor," five as "weak," and two as "marginal." To determine whether this initial evaluation was indeed representative, I sent letters to publishers of over 100 introductory textbooks to obtain books for review. Bibliographies, reviews, and publisher listings for introductory textbooks are given in the *Psychology Teacher's Resource Book: First Course* (Johnson & Wertheimer, 1979) and TOP's *Directory of Introductory Psychology Texts in Print: 1986* (Taney, 1986). Other texts were obtained from a search of fellow faculty members, resulting in a final sample of thirty-five texts.

Table 1 summarizes evaluations of coverage of the I/O field in the thirty-five texts which were reviewed.

TABLE 1

Evaluation of Coverage of I/O Psychology in 35 Introductory Textbooks

Text	Evaluation
Altmaier & Meyer (1985)	Excellent
Atkinson, Atkinson, Smith & Hilgard (1987)	Weak
Bootzin, Bower, Zajonc, & Hall (1986)	Excellent
Bourne & Ekstrand (1985)	Poor
Bower, Bootzin, & Zajonc (1987)	Weak
Carlson (1987)	Poor
Coon (1986)	Good
Darley, Glucksberg, Kamin, & Kinchla (1981)	Weak
Davidoff (1987)	Weak
Dworetzky, J. P. (1982)	Weak
Feldman (1987)	Excellent
Gleitman (1987)	Poor
Gordon (1983)	Poor
Houston, Bee, & Rimm (1983)	Marginal
Huffman, Vernoy & Williams (1987)	Poor
Kalish (1983)	Poor
Krech, Crutchfield, Levison, Wilson, & Parducci (1982)	Poor
Landy (1987)	Excellent
Lefrancois (1983)	Poor
Ludy, Hopkins, & Nation (1987)	Excellent
Lugo & Hersey (1981)	Poor
McGaugh, Thompson & Nelson (1977)	Poor
McMahon & McMahon (1982)	Marginal
Price, Glickstein, Horton, Sherman, & Fazio (1987)	Poor
Quinn (1984)	Marginal
Rathus (1987)	Marginal
Roediger, Rushton, Capaldi, & Paris (1987)	Good
Ruch, J. C. (1984)	Poor
Silverman (1982)	Poor
Simons, Irvin, & Drinnin (1987)	Poor
Smith, Sarason, & Sarason (1982)	Good
Vogel (1986)	Weak
Worchel & Shebilski (1983)	Weak
Wortman & Loftus (1985)	Weak
Zimbardo (1985)	Weak

Description of Textbook Coverage

Twenty-three texts were evaluated as "poor" or "weak" in coverage of I/O areas because there was virtually no mention of behavior in the workplace and a lack of general concern for most applied fields of psychology. Indirect references to I/O may be inferred if one considers, for example, topical discussions of technological changes; effects of work on alcoholism; the Hawthorne effect; group organization, group decision making, and leadership; Maslow's needs theory; and intelligence testing. However, there was no reference in these books to the

field of I/O psychology as a specific subspecialty devoted to studying many of these phenomena.

Four texts were evaluated as "marginal." The Houston et al. (1983) text defined industrial and engineering psychology briefly and gave good coverage to personality assessment in industry, including hiring decisions (the job interview) and promotional decisions (the assessment center). McMahon and McMahon (1982) gave a passable description of the field as part of a chapter on Social Psychology. Quinn (1984) defined industrial psychology and provided references to topics relevant to I/O in a chapter called "Planning Careers" (e.g., analyzing jobs, job requirements, applying for jobs, types of interviews, and job satisfaction factors). However, these topics were not specifically related to the field of I/O. Finally, Rathus (1987) gave a fairly complete definition of psychologists in industry, referring to I/O as "a rapidly expanding specialization," and also provided an informative inset called "Psychology in the Workplace" in which specific ways to enhance job satisfaction and productivity addressed major sub-areas of the field. These texts were considered "marginal" because coverage was minimal and topics which were covered did not give a complete picture of the I/O field.

Three texts received "good" evaluations for their coverage of the I/O field. The Coon (1986) text described industrial psychology as an outgrowth of functionalism and illustrated typical activities of industrial and engineering psychologists. Coon presented business and industrial applications of reinforcement principles in a chapter on Learning. He also provided a chapter on Applied Psychology in which I/O psychologists were described as working in three major areas: testing and placement (personnel), human relations at work, and engineering psychology. Topics covered included selection procedures, theories of management (Theory X and Y), job satisfaction, and job enrichment. The Roediger, et al. (1987) text defined I/O and engineering psychology and discussed work motivation in a chapter on Motivation and Emotion. There was also a chapter on Social Issues which contained a 4-page section on I/O psychology, including coverage of organizational behavior, personnel selection, and motivation and performance. The Smith, et al. (1982) text also defined the field adequately and provided a 6-page description of I/O psychology in a 30-page chapter on Applied Psychology. These texts generally provided good coverage, but lacked the comprehensiveness of coverage which was found in texts which received "excellent" ratings.

Only five texts provided "excellent" coverage of the I/O field. Brief reviews follow.

Applied Specialties in Psychology by Altmaier and Meyer (1985) is a good book for courses in Applied Psychology. The text defines I/O psychology as well as engineering and consumer psychology. It also

covers the historical development of the field, discusses training and work settings, treats issues on psychological measurement, provides an overview of selection, and contains lengthy sections covering the definition, measurement, prediction, and facilitation of performance. The latter section covers training, motivation, job satisfaction, and leadership. This text is very thorough, covering all the major issues in I/O, although it is not suitable as an introductory textbook for general psychology.

Understanding Psychology, a basic introductory text by Feldman (1987), provides a reasonably comprehensive review of some basic areas of I/O psychology. The text provides a brief definition of I/O as well as environmental and consumer psychology, but no mention of engineering psychology and its relation to I/O. Chapter 20, titled "Organizations and the Workplace," covers groups in organizations; productivity and group cohesiveness; corporate decision making, structure, policy, and improving decision making process; promotional and job satisfaction. The text provides excellent learning aids, including mini-tests, sections on "Psychology at Work" to illustrate application of concepts, and good use of questioning techniques.

Psychology: The Science of People by Frank Landy (1987) has the advantage of having an eminent I/O psychologist as author. The text provides complete coverage of basic areas in psychology and closes with a chapter devoted to I/O Psychology. The 34-page chapter covers a variety of I/O topics, including the history of the field, human factors psychology, social and organizational psychology (job satisfaction and work motivation), personnel psychology, types of tests, and discrimination in hiring. Evaluation of this text is excellent; the I/O chapter is interesting to students, well-covered, and insightful. In addition, the "Questions for Thought" sections at the top of each subject heading help the reader to comprehend what is being taught.

Psychology, by Ludy, Hopkins, and Nation (1987), defines the field of I/O psychology in an introductory section on the diversity of psychology. Following each chapter on traditional introductory topics (e.g., Learning, Memory, Emotions), there is a section which relates the chapter topic to education, the workplace, and everyday life. The book also contains a 20-page appendix on I/O by Ross Stagner covering selection, training, performance appraisal, human engineering, working conditions, motivation, job satisfaction, mental health, quality of work life, relations with unions, organizational climate and diagnosis, and organizational development. Thus, the appendix provides an excellent overview of major I/O themes.

Psychology Today: An Introduction by Bootzin, Bower, Zajonc, and Hall (1986) defines I/O psychology and includes descriptions of human

factors psychology, personnel psychology, and consumer psychology. The text also provides a well-written 20-page chapter on I/O Psychology by Richard Guzzo in a section on Social Psychology. The chapter covers such areas as matching workers to jobs, work motivation, work attitudes, and social influences at work (leadership and work groups). Despite the social bent, the chapter provides an excellent introduction to topics of interest to I/O psychologists.

Implications for Action

Although our survey of introductory textbooks did not examine each and every existing text, we feel our results represent reality. Given our findings that only one-quarter of the books which we reviewed provided adequate coverage of I/O and related areas and that well over half of the texts gave little or no recognition to the I/O specialty, what can we do to increase awareness of the I/O specialty through introductory publications? At least two responses are immediately available, one at the Society level and one at the individual level.

To address this concern at the Society level, in the spring of last year, Sheldon Zedeck, SIOP President at that time, sent letters to the psychology editors of approximately 35 publishing companies. The letter described the Society for Industrial and Organizational Psychology and its current membership and activities (a Society brochure was also included). The letter stated that, although 7% of all APA members are in the I/O area and although I/O psychologists have made "important theoretical and practical contributions to the field of psychology throughout its history, most introductory psychology texts note the existence of this field only in passing." Shelly strongly urged publishers to encourage authors to devote additional attention to the I/O field in future text editions and offered the Society's assistance in providing any help and current information needed to accomplish this task. So far, Shelly's phone has not been ringing off the hook in response to his offer, although he recently received a supportive letter from the editor of Dorsey Press.

Many of us, however, can do something at the individual level to influence whether students of Introductory Psychology will be exposed to the I/O subspecialty. We can become more actively involved in the selection of introductory texts within our departments. We can provide our services to publishers who are seeking reviewers for new or revised introductory texts. We can also try to add courses such as one which we require for undergraduates at the University of Central Florida, in which students are introduced to many subspecialty areas of psychology, including I/O. Of course, we can also write directly to publishers or indicate our sentiments to sales representatives who make frequent calls on

college campuses. These suggestions are a few obvious solutions; there should be many more.

Conclusions

We conclude that our initial suspicions concerning inadequate coverage of the I/O area in introductory textbooks have been confirmed. This inadequacy only helps to perpetuate the common misconception that I/O psychologists are actually clinical psychologists who practice their profession in factories, providing counseling and support to workers with psychological and emotional problems. Please let us know any suggestions which you have regarding ways to improve coverage of our field in introductory textbooks in particular, as well as any other ways to increase student awareness of I/O psychology in general. Communications may be addressed to: **Dr. Janet J. Turnage, Department of Psychology, University of Central Florida, Orlando, Florida 32816.**

REFERENCES

- Altmaier, E. M., & Meyer, M. E. (1985). *Applied specialties in psychology*. New York: Random House.
- Atkinson, R. L., Atkinson, R. C., Smith, E. E., & Hilgard, E. R. (1987). *Introduction to psychology* (9th ed.). San Diego, CA: Harcourt Brace Jovanovich.
- Bootzin, R. R., Bower, G. H., Zajonc, R. B., & Hall, E. (1986). *Psychology today: An introduction* (6th ed.). New York: Random House.
- Bourne, L. E., Jr., & Ekstrand, B. R. (1976). *Psychology: Its principles and meanings* (2nd ed.). New York: Holt, Rinehart & Winston.
- Bower, G. H., Bootzin, R. R., & Zajonc, R. B. (1987). *Principles of psychology today* (1st ed.). New York: Random House.
- Carlson, N. R. (1987). *Psychology: The science of behavior* (2nd ed.). Boston, MA: Allyn and Bacon, Inc.
- Coon, D. (1986). *Introduction to psychology: Exploration and application* (4th ed.). St. Paul, MN: West Publishing Co.
- Darley, J. M., Glucksberg, S., Kamin, L. & Kinchla, R. (1981). *Psychology*. Englewood Cliffs, NJ: Prentice-Hall.
- Davidoff, L. L. (1986). *Introduction to psychology* (3rd ed.). New York: McGraw-Hill.
- Dworetzky, J. P. (1982). *Psychology*. St. Paul, MN: West Publishing Co.
- Feldman, R. S. (1987). *Understanding psychology*. New York: McGraw-Hill.
- Gleitman, H. (1987). *Basic psychology* (2nd ed.). New York: W. W. Norton & Company.
- Gordon, S. (1983). *Psychology for you*. New York: Sadlier/Oxford.
- Houston, J. P., Bee, H., & Rimm, D. C. (1983). *Invitation to psychology* (2nd ed.). New York: Academic Press.
- Huffman, K., Vernoy, M., Williams, B. (1987). *Psychology in action*. New York: Wiley & Sons.
- Johnson, M. & Wertheimer, M. (Eds.). (1979). *Psychology teacher's resource book: First course*. Washington, DC: American Psychological Association.
- Kalish, R. A. (1983). *The psychology of human behavior* (5th ed.). Monterey, CA: Brooks/Cole.
- Krech, D., Crutchfield, R. S., Livson, N., Wilson, W. & Parducci, A. (1982). *Elements of psychology* (4th ed.). New York: Alfred A. Knopf.
- Landy, F. J. (1987). *Psychology: The science of people*. Englewood Cliffs, NJ: Prentice-Hall.
- Lefrancois, G. R. (1983). *Psychology* (2nd ed.). Belmont, CA: Wadsworth, Inc.
- Ludy, B. T., Jr., Hopkins, J. R., & Nation, J. R. (1987). *Psychology*. New York: MacMillan Publishing Co.
- Lugo, J. O., & Hershey, G. L. (1981). *Living psychology: Research in action* (3rd ed.). New York: MacMillan Publishing Co.
- McGaugh, J. L., Thompson, R. F., & Nelson, T. O. (1977). *Psychology I: An experimental approach*. San Francisco: Albion Publishing Co.
- McMahon, F. B., & McMahon, J. W. (1982). *Psychology: The hybrid science* (2nd ed.). Homewood, IL: Dorsey Press.
- Price, R. H., Glickstein, M., Horton, D. L., Sherman, S. J., & Fazio, R. H. (1987). *Principles of psychology*. Glenview, IL: Scott, Foresman and Co.
- Quinn, V. L. (1984). *Applying psychology*. New York: McGraw-Hill.
- Rathus, S. A. (1987). *Psychology* (3rd ed.). New York: Holt, Rinehart and Winston.
- Roediger, H. L., III, Rushton, J. P., Capaldi, E. D., & Paris, S. G. (1987). *Psychology* (2nd ed.). Boston, MA: Little, Brown & Company.
- Ruch, J. C. (1984). *Psychology: The personal science*. Belmont, CA: Wadsworth Publishing Co.
- Silverman, R. (1982). *Psychology* (4th ed.). Englewood Cliffs, NJ: Prentice-Hall, Inc.
- Simons, J. A., Irvin, D. B., & Drinnin, B. A. (1987). *Psychology: The search for understanding*. St. Paul, MN: West Publishing Co.
- Smith, R. E., Sarason, I. G & Sarason, B. R. (1982). *Psychology: The frontiers of behavior* (2nd ed.). New York: Harper & Row.
- Taney, S. (1986). Directory of introductory psychology texts in print: 1986. *Teaching of psychology*, 13(4), 42-45.
- Vogel, J. L. (1986). *Thinking about psychology*. Chicago, IL: Nelson-Hall, Inc.
- Worchel, S. & Shebilske, W. (1983). *Psychology: Principles and applications*. Englewood Cliffs, NJ: Prentice-Hall.
- Wortman, C. B. & Loftus, E. F. (1981). *Psychology*. New York: Alfred A. Knopf.
- Zimbardo, P. G. (1985). *Psychology and life* (11th ed.). Glenview, IL: Scott, Foresman and Co.

PRINCIPLES FOR THE VALIDATION AND USE OF PERSONNEL SELECTION PROCEDURES: THIRD EDITION

1987

Available Now From:

**Society for Industrial and Organizational Psychology, Inc.
Department of Psychology
University of Maryland
College Park, MD 20742**

Price: \$5.00 each for 1-9 copies
\$4.00 each for 10-49 copies
\$3.00 each for 50 copies and up

New Books From Jossey-Bass Publishers

Robert E. Quinn
**BEYOND RATIONAL
 MANAGEMENT**
 Mastering the Paradoxes
 and Competing Demands
 of High Performance

In this new book, Robert E. Quinn draws on his extensive research on leadership, change, and organizational performance to explain how managers can go from simply being good to being great by achieving an awareness of complexity in modern organizations. Includes practical exercises and worksheets to help assess and improve performance. About 225 pages.

"A masterful job of applying the best of contemporary theory and research in this clear and constructive book"—*Andrew Van de Ven, 3M Chair of Human Systems Management, University of Minnesota.*

March 1988 \$21.95 (tentative)

Suresh Srivastva and Associates
EXECUTIVE INTEGRITY
 The Search for High Human
 Values in Organizational Life

In twelve original chapters, this new book shows that executive integrity is not merely a moral trait but a dynamic process of decision making in the workplace. The book describes key features of executive integrity—such as open dialogue and effective social interaction—and explains how integrity can be developed and practiced to enhance relationships and build continuity in today's complex organizations. And it reveals how principles of integrity operate in everyday interactions at work—from meetings and performance evaluations to report preparation. About 385 pages.

March 1988 \$27.95

**Neal E. Chalofsky,
 Carlene Reinhart**
**EFFECTIVE HUMAN
 RESOURCE DEVELOPMENT**
 How to Build a Strong
 and Responsive HRD Function

This new book presents a research-based model for HRD excellence that offers tested methods human resource professionals can use in assessing the strength of their functions and identifying opportunities for improvement. They reveal the critical elements for HRD effectiveness and present case studies that demonstrate how successful programs have implemented these elements.

Chalofsky and Reinhart explain specific ways in which HRD professionals can work to improve their overall effectiveness—such as by maintaining creativity and securing top management support—and reveal the trends that will affect HRD in the next decade. The book includes a variety of useful special materials, including a three-phase process HRD personnel can use to plan, manage, and evaluate their function's performance. About 190 pages.

March 1988 \$21.95 (tentative)

Douglas T. Hall and Associates
**CAREER DEVELOPMENT
 IN ORGANIZATIONS**

The first book in the Frontiers of Industrial and Organizational Psychology Series. In ten original chapters, leading scholars examine organizational career development today, offering advice on assisting career changes, developing alternative career paths, fostering career adaptability, and otherwise meeting today's career needs.

1986 \$25.95

A New Journal from Jossey-Bass

Ivan Lansberg, Editor-in-Chief
Edith Perrow, Sharon Rogolsky, Managing Editors
FAMILY BUSINESS REVIEW

THE FAMILY BUSINESS FIELD

Family businesses have emerged as the predominant form of business in the Western world today: 90 percent of all businesses are family-owned, family firms produce one-half the gross national product, and they employ half of the nation's work force.

Yet, until recently, key issues resulting from the unique organizational dynamics and special needs and problems of family-run businesses have been ignored—conflicts connected with the overlap between family and business roles, issues in supervising relatives, questions of succession, sibling rivalry, and others.

A NEW JOURNAL

Jossey-Bass is pleased to announce the spring 1988 launching of a new quarterly journal: *Family Business Review*. *Family Business Review* is a peer-reviewed journal dedicated to offering all professionals who work with family businesses—including family firm managers, organization consultants, lawyers, accountants, family therapists, and academics—the information they need to effectively respond to the needs of today's family firms.

Family Business Review looks at the latest findings from fields as diverse as management theory, family therapy, finance, accounting, law, and government and shows how they can be applied to understanding the workings of family firms. And it offers case examples of successful practice, updates on research and legislation that affect family businesses, and inter-

views with well-known leaders in the field.

Family Business Review offers in-depth analyses of a range of issues affecting family firms, including Family Firm Dynamics • Successful Business Practices • Succession • Managing People • Women in Family Firms • Consulting with Family Firms • and Legal Issues

THE EDITORS AND SPONSORING INSTITUTION

Ivan Lansberg, editor-in-chief, is assistant professor of organizational behavior and director of the Yale Program for the Study of Family Firms, Yale University. *Edith Perrow*, managing editor, is a family business consultant with Family Business Dynamics. *Sharon Rogolsky*, managing editor, is in the doctoral program in organizational behavior, Yale University.

Family Business Review is sponsored by the Family Firm Institute, an independent, interdisciplinary organization dedicated to supporting practice and research in the area of family-owned businesses.

TRIAL OFFER AND CHARTER SUBSCRIPTION DISCOUNT

If you order before March 15, 1988, you will receive a sample copy of the first issue of *Family Business Review* without obligation. If you wish to subscribe, just pay our bill for \$36.00 (individuals) or \$57.60 (institutions)—a savings of 20% off the regular subscription price. If not, simply write "Cancel" on the bill and mail it back. The sample issue will be yours, regardless.

Jossey-Bass Inc., Publishers • 350 Sansome Street

San Francisco 94104 • (415) 433-1767

Results of SIOP Practitioner Services Survey

**Hannah Hirsh, Chair
Professional Affairs Committee**

A short survey to assess the perceived adequacy of SIOP services to I/O practitioners was distributed at the August, 1987, APA convention in New York. Our goal was to collect information which would help guide the development of new Society products and services for practitioners. A total of 63 usable responses were collected, including 7 from members of the Professional Affairs Committee. Fifty-one of the respondents indicated that their primary employment was as a practitioner, in either a corporate or consulting setting. Given the small number of responses, relative to the number of Society members, we cannot conclude that the sample is representative of the views of either all SIOP members, or of all SIOP practitioner-members. We believe, however, that (1) the results of the survey will be of interest to Society members and (2) the information we gathered will be a useful starting point for new program development.

Respondents were first asked to rate on a scale of 1 (insufficient) to 5 (sufficient) the sufficiency of current Society services in the following areas: Practitioner Publications, Continuing Education, Marketing of Services, Legal and Legislative Concerns, and Relations with APA. Mean ratings for each area are reported together with a comparison of the percentage of respondents assigning ratings of 1 or 2 (insufficient) with those assigning ratings of 4 or 5 (sufficient). The latter was chosen as the measure of dispersion of response due to the non-normality of the distributions.

The respondents were most satisfied with Continuing Education, which was given a mean rating of 4.08. Seventy-one and a half percent of the respondents rated services in this area as sufficient, compared to only 6.3% who rated these services as insufficient. SIOP also appears to be handling APA relations in a satisfactory manner—the mean rating here was 3.42, with slightly more than half the respondents viewing current service as sufficient and about a quarter of them feeling that the services were not sufficient. Our current services in the legal, legislative and regulatory area received a mean rating of 3.02, but there was considerable diversity of opinion. About 40% of respondents felt that the services were sufficient; a nearly equal amount felt that the services were insufficient (39%). The two areas seen by respondents as being most underserved were practitioner publications and marketing of services.

The mean rating of sufficiency of service in the area of practitioner publications was 2.87. Nearly half the respondents (46.8%) felt that the services were insufficient, while 30.6% felt that current services were sufficient. SIOP handling of marketing of services received a mean rating of 2.27. Two-thirds of respondents indicated that current services in this area were insufficient, and only 14.3% believed that they were sufficient.

Respondents were also asked to indicate which two of the five areas were of most concern to them. The three areas which were most often named as “of greatest concern” were legal/legislative/regulatory, marketing of services, and practitioner publications. Each of these was named by about 40% of those responding. These were also the three areas receiving the lowest mean ratings. This suggests that the reason for the respondents’ concern is inadequacy of current service.

A comparison between those whose primary affiliation was corporate or consulting and those in academia did not reveal any major differences in either mean rating, or areas of concern; nor did there appear to be differences between those receiving their doctorates ten or more years ago compared with newer Ph.Ds.

Survey results clearly indicate the need to provide more and better services in the areas of marketing of services, practitioner publications, and legal/legislative regulatory issues. The Professional Affairs Committee is currently examining ways to make SIOP more responsive to practitioner needs in these areas. We hope to have some suggestions ready for presentation at the Spring Executive Committee meeting, and intend to report our progress in the next issue of **TIP**. SIOP members who have opinions about the Survey results, or suggestions for program improvement are encouraged to write to **Hannah Rothstein Hirsh, Professional Affairs Committee Chair, Department of Management, Box 507, Baruch College, 17 Lexington Avenue, NY, NY 10010.**

On Self-Seriousness as an Over-Rated Virtue

**Daniel C. Feldman
University of Florida**

As a profession, we are beginning to take ourselves way too seriously. Certainly, no one among us wants to practice psychology with anything but the highest standards of competence, diligence, creativity,

and conscientiousness. However, there is a major difference between taking one's work seriously and taking oneself too seriously. The first enhances our professional and personal lives; the second diminishes them dramatically.

There is a noticeable increase in feelings of defensiveness about what we do. The organizational behavior and industrial psychology professors I talk with tell me that they spend a great deal of energy trying to convince their students of the importance of what they teach them, and yet I am not sure the students would even think of this issue much were they not battered over the head with it. Personnel practitioners seem to be bending over backwards to be more "bottom line" than their finance and marketing colleagues, but in so doing risk becoming managers who profess love for mankind but hate people. Clinicians in industrial settings, self-conscious about having few easily measurable results, are beginning to shy away from the flaky image of Bob Newhart. Where once they seemed embarrassed by the yuppie image, today many embrace it gladly. They now refer to patients who need more than a few sessions of help as "difficult."

Why is this norm about appearing self-serious so entrenched these days? Goffman suggests that part of the reason may lie in "facework"—the managing of impressions in social situations. Our profession calls for "dramaturgical circumspection." It demands of us that we exercise prudence and judgment in "performing" our jobs in front of others—students, subordinates, and patients. Our value to them might decrease if they saw what went on behind the curtain: the occasional blunders, the mis-starts, the self-doubts, the burnout.

Many psychologists in our discipline also struggle for self-seriousness as a reaction against their sense of marginality. In business schools, organizational behavior certainly doesn't attract that many majors; students take our courses, but not our careers. In psychology departments, I/O typically does not have the tradition of experimental nor the élan of social. In commerce, human resource managers have to strive to demonstrate productivity gains and explain away overhead. In counseling settings, clinicians are often treated as "not really doctors" and "not really therapists." This whole feeling of being on the periphery leads to increased feelings of being on guard, of being citizens above suspicion.

The whole message, in fact, seems to be that being anything but a grey eminence is a terrible mistake. Although intellectually we know better, we have come to feel more comfortable with melted vanilla ice cream in a white dish than with Rocky Road; we would rather hire Salieri as a colleague than Mozart.

Yet our everyday experiences belie the notion that self-deprecating humor decreases the quality of either our professional life or our per-

sonal life. Indeed, having a sense of humor about oneself is often very enriching.

Taking ourselves less seriously often reduces the anxiety of those with whom we deal, so that they can better cope with the problems they are facing. Humor helps people put perspective on their problems, and see them in a broader context—what Thurber calls "emotional chaos remembered in tranquility." Taking ourselves less seriously decreases the danger of becoming smug, self-satisfied, or prideful. It helps us reconcile the high ideals of our profession with the day-to-day frustrations of its practice. With some humor, we help students and subordinates see connections in their lives they wouldn't see otherwise, or with the same intensity.

Taking ourselves less seriously conveys to those with whom we deal that we are not afraid to let our guard down, that we are confident in their reactions to us. It says that we trust them to value our spontaneity as much as, or more than, our stage persona. As Richter writes, "true humor springs not from the head, but from the heart. Its essence is love, not contempt. It issues not in laughter, but in still smiles, which lie far deeper." Self-seriousness can mean that I want to make you like me; humor can mean that I already accept your friendship.

Quite simply, life is too short, too joyful, and too full of possibilities to waste it trying to live on a pedestal. If we're only going this way once (unless you're Shirley MacLaine), why do it as limestone?

Graduate Information Exchange

Paula Singleton

The Psychology Department at North Texas State University is pleased to announce that a new Industrial-Organizational Psychology specialty area is now available within their APA accredited doctoral program in Counseling Psychology. The curriculum combines the perspectives of both areas of psychology, and has as its goal the training of professional psychologists who can apply counseling techniques to organizational problems. As far as they know, this will be one of the first such combined programs in the United States.

In addition to the usual classroom instruction in both fields, research and practicum experiences in organizational settings will be provided so

that the student has a firm grasp of "real world" organizational issues before he or she completes the degree. This program should be attractive to students who seek careers in employee assessment, employee counseling and career development, organizational intervention and change, and the increasingly popular area of employee assistance programs.

They are currently seeking qualified students for admission to the program, beginning Fall, 1988. They expect to admit five students per year. Although it is part of an ongoing doctoral program, the new program will have its own admissions process separate from that for the other counseling psychology students. Therefore, applicants will not be competing for openings with students from other areas within the counseling program. Interested students seeking applications or further information should write to: **Douglas A. Johnson, Ph.D., Department of Psychology, P.O. Box 13587, North Texas State University, Denton, Texas, 76203.**

Hofstra University established a program in Applied Research and Evaluation in 1972. Since that time, a total of 94 students have graduated from the program. Their program is currently involved in the following research:

Team Building: Several students are working with **Dr. William Metlay** and **Dr. Ira Kaplan** on various projects related to group behavior. **Karen Wexler** is comparing three methods of team building: one focuses on improving interpersonal relationships, one on task problem solving, and the third is a combination of the first two. **Dave Hurewitz** is studying the influence of participative versus non-participative goal setting on performance. **Art Kramer** is investigating the effect of information load on group decision making.

Computer-Based Training: **Neil Silverstein** is heading a project looking at the effects of graphics and flexibility in going from one part of the program to another.

Meta-analysis: Students working with **Dr. Chuck Dill** are looking at the size of the effects of various psychological interventions on productivity.

Group processes: **Dr. Alan Lundy** is directing a project analyzing group interaction processes through the utilization of simulated groups.

Cognitive processes: **Dr. Charles Levinthal** is heading a project on use of different graphic display formats and their effects on decision-making.

Test development: **Phil Kantor** will be working with **Dr. Jerry Siegal** on a test-validation projects scheduled to begin in January.

Graduate students are encouraged to share information on the activities they are undertaking in their studies by sending the information to:

Paula Singleton
Industrial/Organizational Psychology Program
Department of Psychology
Tulane University
New Orleans, LA 70118

A Revisionist Look at Power and OD

Larry E. Greiner
University of Southern Calif.

Virginia E. Schein
Gettysburg College

Historically, organization development and power have occupied different and often opposing camps. Attempts at integration have been minimal, usually focusing on power acquisition problems of the change agent. If only the change agent can learn to acquire greater power, then OD, in all of its traditional forms, can proceed with greater effectiveness.

Our revisionist viewpoint argues for a deeper and more integrated view of the relationship between power and OD. In essence, we contend that both schools of thought need each other to correct for the limits of each. Together they can have a more potent impact in dealing with social adaptation in organizations today and in the future. Such a reconciliation, however, requires a fundamental revision in OD's models of organization, attitudes toward power, conceptualizations of the change process, and techniques for implementing change.

As a basic premise, we contend that OD needs to let go of its normative and idealized "Collegial/Consensus" model of organizations to accept and work with a "Political/Pluralistic" model. The latter comes closer, we believe, to representing the descriptive reality of exercising influence in organizations, not just because people seek power to control their own destinies but because resources are limited and interdependencies exist across organizational units with differing goals. Even in the most "participative" and "organic" organizations, there will be an inevitable and underlying political process for acquiring, creating, sharing, and dividing up resources and rewards.

This does not mean caving into the seamier side of politics. Quite the contrary. There is evidence that power can be gained from acquiring many of the attributes long valued by OD—knowledge, reputation, and information. But there is also charisma, position, and political access, which have not been so characteristic of OD's power base in organizations. Interestingly, there are "above board" political strategies used by managers that are not antithetical to OD either, such as "being persistent," "focusing on the target group," and "using data to convince

others." In fact, Schein's (1987) research shows that line managers use these influence strategies more than they do strategies such as "exaggerating information," "giving guarantees," "discrediting the opposition," or "using threats." Unfortunately, OD advocates often stereotype the political side of organizations as dominated by these latter underhanded techniques.

The political viewpoint of organizations also teaches OD that organization change is far more complex and difficult than simply applying re-education through interpersonal feedback, team building, and inter-group confrontation meetings. Individuals have their self-interests to protect and serve, as well as less conscious motivations toward power acquired from earlier socialization experiences with authority figures. Furthermore, the power structure of organizations, i.e., the dominant coalition and other vested interest groups, are likely to be more attached to the status quo than opening themselves up to a fluid situation where their privileged positions are in doubt. Hence, organizations will change very slowly, and then only through piece-meal compromise reached out of a cumbersome bargaining process and occasional political infighting.

All of which might be O.K. if so many organizations today were not facing external threats to their survival, whether it be from takeovers, technological obsolescence, or global competition. In its infancy, OD would have responded to these challenges by preaching "participative management," a not so subtle way of attempting to overturn the power structure by redistributing power to lower levels. Unfortunately, OD was more often the victim than victor, so it reversed fields to "serve" the power structure through confining its techniques to lower levels and the "bottom line," such as QWL programs. This subservient role for OD has continued to the present in which the power structure tolerates and even encourages OD so long as it concentrates on fine-tuning the existing situation without threatening the power system maintaining the corporation. Now, however, that system is threatened by outside forces, and OD lacks the power, theory, and methodology to respond.

We argue that a "new OD" must emerge to help the power structure change not only itself but the strategic alignment of the firm with its environment. OD can, if properly devised, provide a more effective process than political bargaining for assisting the dominant coalition to address pressing strategic issues. In essence, OD must enter the arena that has long been sacred ground to the power elite—the strategy of the company, its structure for delivering on it, the positions that key leaders will hold in the structure, and the manner in which they will lead. Without OD to focus powerholders on these strategic issues, they will be left to "poison pills," down-sizing, and golden parachutes to save themselves, most of which are mere palliatives for dealing with the fundamental problem of ineffective strategic management.

Easier said than done. Simply entering the executive suite is a formidable power issue, since most OD consultants never get beyond the plant level. Political access and "selling" strategies are important issues. And then there is the problem of making an early political diagnosis, which if left untended, can result in a premature exit or being used as a pawn by rivalrous factions.

We identified four stages in the change process and the way in which power plays a key role: Consolidating power to prepare for change; focusing power on strategic consensus; aligning power with structure and people; and releasing power through leadership and collaboration.

At the operational level, the OD techniques we are advocating represent a significant departure from the traditional agenda of focusing (forcing?) explicit discussion on behavioral issues to a different mode of facilitating decision making on strategic content. OD, in essence, provides a process for effectively engaging the power structure with highly threatening strategic decisions. At the same time, the participants implicitly "learn" to behave differently through experiencing a collaborative process that works and by creating a new set of future oriented demands on themselves.

Less we seem too enthusiastic about this way of applying OD to strategic change, we recognize that there are antecedent political dynamics that will make or break this approach. There are many situations with a weak CEO and a rivalrous top group that are likely not amenable to even beginning the process.

One must also consider the change agent and problems of acquiring, using, and abusing power in a consulting role. An important reason why a change agent should acquire a power base is to maintain personal integrity. This permits not only an independent relationship with the key powerholders but also allows one to uphold the views of those with less power. The success of any large scale change project depends eventually on the reactions of people many levels removed from top management. Abuses occur, too, from "claiming false credit" to "taking over" from managers.

In presenting our revisionist viewpoint, we hope to spark some needed debate in renewing a field that, in our opinion, has fallen behind the times—a major reason for which being OD's continuing discomfort and inability to work with power in theory, research, and consulting.

REFERENCE

- Schein, V. E. Strategies used by US and UK managers in external relationships. *Best Papers Proceedings*. F. Hoy (Ed.) Annual Meeting of the Academy of Management, New Orleans, 1987, 220-223.

HUMAN RESOURCE PROFESSIONALS CAN IMPROVE
CUSTOMER SERVICE AND QUALITY --- BUT HOW?

BAND-AIDS BROMIDES OR ???????

FOUR SEASONS HOTEL ** PHILADELPHIA * 2-3 JUNE 1988

A Conference on improving "Customer Service" and "Quality"
sponsored by The Executive Study Conference, Inc.*

Authoritative A-B-C presentations!!!

Academia Business Consulting

- .. EMPLOYEE INVOLVEMENT AND MANAGEMENT COMMITMENT
- .. COMPENSATION/INCENTIVES/REWARDS -- DESIGNED
TO IMPROVE CUSTOMER SERVICE AND QUALITY
- .. INDIVIDUAL VERSUS GROUP PERFORMANCE
- .. MEASUREMENT OF CUSTOMER SERVICE AND QUALITY
WITH FEEDBACK TO INDIVIDUALS AND GROUPS
- .. RECRUITING AND TRAINING EMPLOYEES

WHAT WORKS??? Demonstrating what works will be Maurice Cayer, PhD, of JC Penney and Jules Scheffers, PhD, of Inland Steel, Program Chairmen. Both are I/O Psychologists, with business and industrial experience.

They and invited speakers will discuss research findings to illustrate how Human Resource practitioners can sharpen the competitive edge of their organization as a result of BETTER CUSTOMER SERVICE together with HIGHER QUALITY STANDARDS.

The registration fee is \$450. Registration forms and the program agenda may be obtained by writing to Harry Loveless ESC Secretary-Treasurer, 501 Baynard Boulevard, Wilmington DE 19803. Registration closes May 1.

* The Executive Study Conference is a non-profit organization dedicated to the exchange of information concerning human effectiveness. Its members are Human Resource professionals in AT&T Baxter Travenol Black & Decker Canadian National Citicorp R.R. Donnelley Dow du Pont Eastman Kodak ETS Ford IBM IDS Inland Steel Manufacturers Hanover Mark Producing J.P. Morgan Norfolk Southern JC Penney Pepsi-Cola Port Authority of NY & NJ Procter & Gamble SmithKline Beckman Sun Company Warner Lambert and Xerox.

IOTAS

James L. Farr

As usual, there are some job changes to report. **Steve Ashworth**, who contributed the current name for this column, has left PDRI in Minneapolis to join the Allstate Research and Planning Center in Menlo Park, CA. **Erich Prien** has taken early retirement from Memphis State University and will continue consulting work through Performance Management Associates in Memphis. **Paul Connolly** has left Management Decision Systems to form his own consulting firm, Performance Programs, Inc., based in Norwalk, CT. **Hilda Wing** has joined the staff of the National Research Council of the National Academy of Sciences. **Mary Roznowski** has become a member of the I/O faculty at Ohio State University.

Harry Triandis of the University of Illinois received an honorary degree from the University of Athens, Greece, for his work in cross-cultural psychology. Harry was honored on October 23, 1987.

When **TIP** ran the list of SIOP members who had served on APA committees in the last issue, the name of **Jo-Ida Hansen** was omitted. She has served on the Committee on Professional Standards from 1985-87, and was its chair in 1987. Sorry for the omission.

Ed Locke has informed **TIP** of an International Conference on Work Motivation that a number of SIOP members attended. It was organized by Professor Uwe Kleinbeck and his colleagues at the University of Wuppertal, West Germany. Presenters included **Randy Dunham** (Focus of Attention), **George Graen** (Designing Leadership Systems), **Gary Latham** (Self Management Training to Reduce Absenteeism), **Ed Locke** (The High Performance Cycle), **Miriam Erez** (Quantity-Quality Tradeoff in Performance), **Bob Pritchard** (Enhancing Work Performance through Productivity Measurement and Feedback), and **Jim Terborg** (Preliminary Thoughts on Prosocial Behaviors). Also presenting were speakers from Japan, Belgium, The Netherlands, and West Germany. Ed indicated that the participants enjoyed their hosts' warm hospitality as well as the intellectual stimulation provided by the conference.

**ATTENTION
INDUSTRIAL/ORGANIZATIONAL
PSYCHOLOGY DOCTORAL
STUDENTS AND FACULTY**

**ANNOUNCING
the
THIRD ANNUAL
INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY
DOCTORAL STUDENT CONSORTIUM
Thursday, August 11, 1988**

On the day before the start of the annual APA Convention in Atlanta, GA, the Society (Division 14) will sponsor its Doctoral Student Consortium. The Consortium is intended for outstanding graduate students in I/O and OB who have completed most of their doctoral coursework.

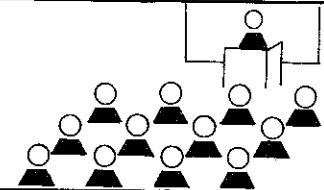
This conference provides a unique opportunity for graduate students to attend presentations on the latest research trends and to network with other students.

Participation will be limited to 60 students. To apply for consideration, students should complete a nomination form including appropriate faculty signatures. Faculty members are also encouraged to nominate students. Nomination forms must be received by June 15, 1988.

Nomination forms may be obtained from:

**Dennis Doverspike
I/O Doctoral Student Consortium
Department of Psychology
The University of Akron
Akron, OH 44325**

Meetings



Further information on the following meetings can be obtained from **Donald W. Cole**, Organization Development Institute, 11234 Walnut Ridge Road, Chesterland, Ohio 44026.

A. "What is Happening in OD and HRD"—18th Annual Information Exchange—May 17-20, 1988—Williams Bay, WI.

B. Team-Building Conference—June 18-July 1, 1988—Sailing the Greek Isles.

C. Official Delegation of OD Professionals and Management Psychologists to China—October 28-November 14, 1988.

D. 8th OD World Congress—November 15-19, 1988—The Philippines.



SPECIAL ISSUE OF JOURNAL OF BUSINESS AND PSYCHOLOGY

Hannah Hirsh has recently edited a special issue of the *Journal of Business and Psychology*, entitled "Megatrends in Industrial/Organizational Psychology." Some of the contributors include William Schiemann, Ann Majchrzak, Katherine Klein, John Rauschenberger, Frank Schmidt, Manuel London, and Seymour Adler. The issue can be obtained from **Human Sciences Press**, 72 Fifth Avenue, New York, NY 10011-8004, phone: 212/243-6000.

ELECTRONIC MONITORING OF WORK PERFORMANCE

The Office of Technology Assessment has issued a report entitled *The Electronic Supervisor: New Technology, New Tensions*. Technologies and issues considered include: computer-based work monitoring systems, telephone call accounting, and worker testing (polygraph, drug, genetic screening, and brain wave). Copies are available from: **Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402-9325; 202/783-3238**. The GPO stock number is 052-003-01082-8; the price is \$6.50.

CALL FOR MANUSCRIPTS

A new annual volume, *Advances in the Implementation and Impact of Computer Systems*, is seeking manuscripts that address empirical research findings related to office automation, factory automation, and computer driven systems in science and engineering. For more information, contact the editors: **Jonathan Morell, Oak Ridge National Laboratory, P.O. Box X, Building 4500N, Oak Ridge, TN 37831-6205, 615/576-8046**, and **Mitchell Fleischer, Industrial Technology Institute, Center for Social and Economic Issues, P.O. Box 1485, Ann Arbor, MI 48106, 313/769-4368**.

CALL FOR AWARD NOMINATIONS

Two divisions of the Academy of Management have announced calls for nominations for papers published in 1987 in recognized and generally available periodical outlets. Recipients of the awards need not be Academy members.

The Organizational Behavior Division gives the Scholarly Contribution Award for the most significant contribution (empirical or theoretical) to the advancement of the organization behavior field. Each Academy member may nominate one publication (no self nominations). A letter nominating the publication should include a rationale justifying receipt of the award and a full bibliographic citation of the nominated work and should be sent to: **Denise M. Rosseau, Department of Organizational Behavior, Kellogg School of Management, Northwestern University, Evanston, IL 60208**. Deadline is March 31, 1988.

The Personnel/Human Resources Division gives the Scholarly Achievement Award for the most significant empirical or theoretical publication on issues of importance to the field of personnel and human resource management. General procedures for nominations match those of the OB Division described above, but nominations have a deadline of March 15, 1988, and should be sent to: **Susan Taylor, College of Business Administration, University of Maryland, College Park, MD 20742**.

CALL FOR PAPERS

Papers and symposia are invited for the annual conference of the Council on Employee Responsibilities and Rights to be held October 13-14, 1988, at Virginia Beach, VA. Submissions based on research conducted by industrial/organizational psychologists related to employee rights in the workplace are encouraged. Submissions in quadruplicate should be submitted by May 1, 1988 to:

Paul F. Salipante

Program Chair

Weatherhead School of Management

Case Western Reserve University

Cleveland, OH 44106

216-368-2077

Stuart A. Youngblood

Associate Program Chair

Department of Management

College of Business Adm.

Texas A&M University

College Station, TX 77843

409-845-4882

Please contact the Program Chair or Associate Chair for additional information, if desired.

CALL FOR INFORMATION ON MASTER'S TRAINING

This year, the Education and Training Committee is beginning the process of developing guidelines for Master's Programs in I/O. A subcommittee is doing a literature review and document study to determine the need for job analysis in developing these guidelines. The subcommittee would appreciate hearing from anyone who has surveyed their alumni concerning work done by people with these degrees or from anyone who has material (published or not) which specifies the work of the master's level practitioner or areas of knowledge and skill which are in need of training. Contact **Lilly Berry, Department of Psychology, San Francisco State University, San Francisco, CA 94132**.

AWARDS FOR EXCELLENCE IN CONSULTATION

The Division of Consulting Psychology announces a call for nominations for two awards for excellence in consultation. Each award, consisting of a certificate, citation, and a check for \$1,000.00, will be presented to the winner at the APA Convention in Atlanta in August, 1988.

The *Perry L. Rohrer Award*, funded by the consulting firm of Rohrer, Hibler, & Replogle, is named in honor of a founding member of that firm who epitomized the standards of excellence which the Division seeks to perpetuate. The award is given annually to an APA member from any field of psychology whose career has reflected outstanding service to organizations, public or private, by helping them respond more effective-

ly to human needs. Recent recipients have included Chris Argyris (1987), Douglas Bray (1986), Edward Glaser (1985), Harry Levinson (1984), and Warren Bennis (1983).

The *National Psychological Consultants to Management Award* is funded by that organization, NPCM, an association of psychological consulting organizations which seeks to encourage excellence by honoring psychologists for individual instances of outstanding work. The award is given annually to an APA member, or member-sponsored student, whose research or consulting intervention has had a significant positive impact on the organization and/or has contributed to our knowledge of the consulting process. In 1987, the award was given to Thomas E. Backer and Irene Shrifren Levine for their work to help psychosocial rehabilitation agencies make more effective use of consultation as a tool in serving the severely and chronically mentally ill.

Nomination of psychologists from any area of specialization is welcome, and nominations may be submitted by anyone. Send 3 copies of each submission to: **Ken Bradt, Chair, APA Div. 13 Awards Committee, 1911 Rain Forest Trail, Sarasota, Florida 34240**, or call Ken for more information: **813-371-6582**. *Deadline: March 31, 1988.*

WILLIAM JAMES AWARD

The Division of General Psychology of the American Psychological Association announces the competition for the Third Annual William James Award of the Division. Carrying a prize of \$1,000, the award is given for a submitted work, published within the past five years, that best serves to provide an integration of the diverse subfields of psychology. The purpose of the award is to encourage attempts to build bridges among the increasingly disparate areas of psychology and to promote the development of common denominators that may vitiate the fractionation occurring as specialty areas continue to evolve in our field.

Those wishing to enter the competition must submit three copies of the publication to be considered; a one-page statement that explains the strengths of the submission as a meritorious, integrative work; and *vitae* of the author or authors. To be considered, the work must bear a publication date of 1983 to 1987 inclusive. Deadline for submission is March 15, 1988. Materials should be submitted in care of **William James Award, Department of Psychology, George Mason University, Fairfax, Virginia 22030**. Additional information may be obtained by writing to the above address.

Management Position Description Questionnaire (MPDQ)

**Part of the HR FOCUS system of capabilities
from Personnel Decisions, Inc. (PDI)**

MPDQ is a technology-based management job information system, which features:

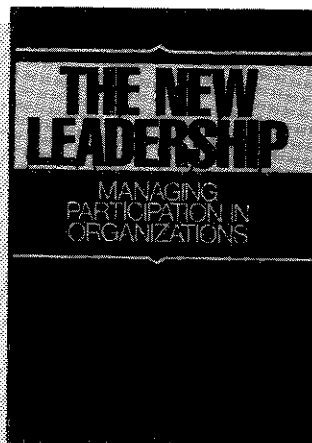
- *Structured questionnaire
for efficiency and accuracy*
- *Position and job descriptions
for unique and common jobs*
- *Computer data base
for cost effective updates*
- *Graphic profiles for ease of use*
- *Position-tailored performance appraisals
for maximum relevance*

For more information, contact Kaye Aho
or Dwain Boelter at 612-339-0927.

 **PERSONNEL DECISIONS, INC.**
Building Successful Organizations

2000 PLAZA VII TOWER • 45 SOUTH SEVENTH STREET • MINNEAPOLIS, MN 55402-1608 • 612/339-0927

Prentice Hall



Managers— Participate in the 20th Century!

Fifteen years of research, teaching, and consulting on leadership have resulted in this viable alternative to the Japanese style of management. Written by the leaders in the leadership field, this new model will undoubtedly replace the earlier, widely cited and taught, Vroom-Yetton model as one of the two or three premier situational leadership theories.

Already proven in the education of more than 100,000 managers, Vroom/Jago's method focuses squarely on the contemporary leadership challenge and is truly situational in nature. The prescriptive or normative model of participation is presented and specifies when and where different levels of participation are likely to be most effective.

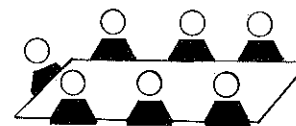
Topical in format, the first half of the book describes, in non-technical terms, the complex issues of participation in organizations and the second half develops a new approach to these issues. Software is available for those with access to a computer. For those without computer access, decision "trees" are included.

The New Leadership—Victor H. Vroom and Arthur G. Jago—the first step in participation. (013-615030-6)

Available at better bookstores or direct from Prentice Hall at (201) 767-5937. For adoption consideration call (800) 526-0485 or write to: Robert Jordan, Prentice Hall, College Advertising, Dept. CC1, Rt. 9W, Englewood Cliffs, NJ, 07632.



PRENTICE HALL
Simon & Schuster
Higher Education Group
Englewood Cliffs, NJ 07632



Committees

Education and Training Committee

Edward L. Levine, Chair

As you read this, the Education and Training Committee is busily pursuing several key initiatives:

—**Janet Barnes-Farrell** sub-committee members **Ira Kaplan**, **Manuel London**, **Robert McIntyre**, and **Richard Ritchie**, are preparing to go into the field with an update of the survey of graduate programs in I/O Psychology and Organizational Behavior. If your program was not included last time, be sure to alert Janet at the University of Connecticut, Department of Psychology, Storrs, CT 06268.

—**Dennis Doverspike**, assisted by **Joel Lefkowitz**, are developing the program for the upcoming SIOP Doctoral Consortium in Atlanta, August 11, 1988. Elsewhere in this issue of **TIP** is a pertinent announcement.

—**Manuel London**, assisted by **Richard Ritchie**, is serving as liaison to APA in the area of graduate education. Manny just completed another in a series of SIOP's responses to APA's efforts to increase the scope of accreditation of doctoral programs.

—**Lilly Berry** and sub-committee members **Michael Cook**, **John Michela** and **Loriann Roberson** are developing a set of education and training guidelines for master's level programs in I/O Psychology.

—**Michael Bramick** and **Carnot Nelson** are developing a survey to explore issues in the teaching of I/O Psychology at the undergraduate level.

Of course, if **TIP** readers have thoughts to share on any of these issues or others in our general bailiwick, please contact me at **Department of Psychology, University of South Florida, Tampa, FL 33620**.

State Affairs

Vicki V. Vandaveer, Chair

This is a test. For each item, the answer choices are the following:

- a. State licensing law
- b. State Board rules, regulations

- _____1. What determines who may call him-/herself a psychologist?
- _____2. What determines educational and experience requirements for certification/licensure?
- _____3. What determines supervision requirements for certification/licensing?
- _____4. What typically specifies who the "client" is?

Hopefully, these were easy items. If you answered "b" to all four, you aced the test.

Pending changes in state law are typically known well in advance of legislative action. State Psychology Board rules, however, can be changed quite easily by the Board; and, frequently, learning about proposed changes requires active pursuit of such information.

State Activity

Minnesota Board of Psychology has drafted a proposal to change its rules. Among the proposed changes are the following:

- The subject of an assessment would have the right to receive a copy of the report *before* it is released to an organization, and to refuse the release.
- A psychologist would be guilty of an ethical violation by reason of "impaired objectivity" if "the psychologist's loyalty or responsibility to a client conflicts with the psychologist's loyalty or responsibility to another entity." (Again we get swept along with a clinical model's concept of "client" and "entity.")

These are only two of a number of proposed changes. They will be presented at a public hearing, possibly in February.

Louisiana has a new certification/licensure law. Val Markos, Chair of State Boards subcommittee, says that the new law tracks fairly closely APA's Model Act. The regulations, however, are also being revised. Proposed changes will be reviewed by the Board in December, and will be up for public comment in April. **Note: One proposed change is to re-**

quire 5 years experience as a licensed psychologist prior to supervising an "intern" who subsequently seeks to be licensed. Many I/O psychologists would find it very difficult to get licensed under this kind of rule.

Colorado now exempts I/O psychologists from licensure. This kind of progressive rule resulted from aggressive action on the part of state I/O psychologists.

The following states are in the process of changing, or plan to change before 1990, their regulations that control the licensure/certification of psychologists:

Alaska, Arizona, Colorado, Florida, Illinois, Louisiana, Mississippi, New Hampshire, Oklahoma, Utah.

Keeping up with pending changes such as these requires effort by many people. Our committee is carefully laying a network of I/O State Contacts to monitor activity. The following contacts have been established so far:

AZ: Vicki Packman, Salt River Project, Phoenix (602) 236-8643

CA: James McBride, The Psychological Corp., San Diego, (619) 699-6812

Norman Hertz, Dept. of Consumer Affairs, Sacramento, (916) 322-2703

Jay Rusmore, San Jose State U., San Jose

CO: George Thornton, Colo. St. Univ., Fort Collins, (303) 491-5233

FL: Herbert Meyer, Univ. of S. Florida, Tampa, (813) 974-2495

IL: Allen Shub, Shub & Assoc., Wheeling, (312) 634-6310

Joseph Orban, London House, (312) 298-7311

LA: Irv Lane, L.S.U., Baton Rouge, (504) 388-8745

MA: Katherine Esty, Concord, (617) 492-2714

MI: John Arnold, Personnel Designs, Inc., (313) 881-8885

Kenneth Kline, Detroit Edison, Detroit, (313) 237-6736

MO: Philip Varca, Southwestern Bell, St. Louis, (314) 235-0755

Donald Fischer, Southwest Mo. St. U., Springfield, (417) 836-5797

NJ: Paul Ross, AT&T, Parsippany, (201) 631-5108

NY: Felix Lopez, Lopez & Assoc., Port Washington, (516) 883-4041

Lynn Braswell, Citicorp, New York, (212) 559-0513

OH: Sanford Hotchkiss, Editor, *The Ohio Psychologist*, Boardman (216) 758-9524

Tom Milburn, Ohio State U., Columbus, (614) 292-9701

TN: James Johnson, State of Tenn., Nashville, (615) 741-4873

WA: Peter Scontrino, Issaquah, Wa., (206) 392-5694

Anyone *having* or *needing* information may call these individuals or **Frank Ofsanko**, Chair—State Membership Relations subcommittee, (818) 302-5480; or **Gary Burger**, Chair—State Association Relations subcommittee, (314) 553-5391; or **Val Markos**, Chair—State Boards subcommittee, (404) 249-2171; or **Vicki Vandaveer**, (314) 247-4582, or **Ron Downey**, (913) 532-5712, Co-Chairs—Steering subcommittee.

State Affairs Committee is actively recruiting members. The SIOP committees Self-Nomination Form is in the November issue of **TIP**, p. 73. You need not know anything about the matters we deal with to become involved. You will be supplied with background and information when you join. As it stands, the future of the practice of I/O psychology is not necessarily in our hands. We need your help in monitoring and influencing the development or alteration of State rules and regulations in order to turn current trends more in our favor.

Awards

Eugene F. Stone, Chair

The Awards Committee has publicized four awards that the Society may give annually. These include the Edwin E. Ghiselli Award for Research Design, the S. Rains Wallace Dissertation Award, the Professional Practice Award, and the Distinguished Scientific Contributions Award. An announcement about these awards appeared on pp. 47-48 of the November, 1987 issue of **TIP**. In addition, a brochure describing the awards, criteria used in selecting potential recipients, and relevant administrative procedures was mailed directly to all Society members.

Several subcommittees have been formed to do a number of tasks that are vital to the identification of potential award recipients. The subcommittee that will handle the Distinguished Scientific Contributions Award consists of **Lawrence R. James** (Chair), **Arthur P. Brief**, and **Edwin A. Fleishman**. The subcommittee in charge of the Edwin E. Ghiselli Award for Research Design is made up of **Edwin A. Locke** (Chair), **Angelo DeNisi**, **Robert Dipboye**, **Marvin D. Dunnette**, and **Simcha Ronen**. The subcommittee responsible for the S. Rains Wallace Dissertation Award includes **William K. Balzer** (Chair), **Fritz Drasgow**, **Gerald R. Ferris**, **Gary P. Latham**, **Kevin Murphy**, **Paul Sparks**, and **M. Susan Taylor**. The subcommittee that will deal with the Professional Practice Award consists of **Douglas Bray** (Chair), **Allen I. Kraut**, **Delmar N. Landen**, and **L. Rogers Taylor**.

A subcommittee will evaluate the merits of an award for Distinguished Service to the Society. If appropriate, the subcommittee will prepare a recommendation concerning the award that will be subsequently forwarded to the Society's Executive Committee for review and possible adoption.

Another subcommittee is considering the possibility of having the Society administer awards that are sponsored by outside organizations (e.g., private-sector businesses). An award for excellence in survey research in organizations is currently under consideration, and a corporate sponsor for the award is being sought. Society members who have suggestions about either (a) other types of awards or (b) firms that might provide financial support for such awards are urged to forward them to the Chair of the Awards Committee.

External Affairs Committee

Lynn R. Offermann, Chair

The 1987-1988 External Affairs Committee is moving ahead in meeting its goals of improved relationships with APA, with other related professional associations both in the U.S. and abroad, and with increasing the awareness of others about I/O psychology. Tasks have been divided among six subcommittees whose activities are summarized below.

APA Liaison

Bill Siegfried is leading the APA Liaison subcommittee in establishing liaisons with other related APA divisions who have responded to last year's letter from **Shelly Zedeck** requesting that we develop closer ties. Bill and committee members **Pamela Skyrme** and **Bob Kaplan** are also coordinating I/O involvement in APA's centennial, and are trying to ensure that I/O psychology is fairly and adequately represented. The committee will also publicize the Division's major activities in the "Division Spotlight" column of the *APA Monitor*.

Association Affairs

Returning subcommittee chair **Eduardo Salas** and members **David Veale** and **Robert Mayer** are making arrangements for **Dan Ilgen** to meet with heads of related professional associations such as the American

Society for Training and Development and the International Personnel Management Association during February in Washington, D.C. to discuss areas of mutual interest and cooperation. This may not get as much press coverage as Reagan's summit with Gorbachev, but hopefully much will be accomplished. The committee would also like to develop a panel presentation with representatives of our own and other associations for the APA convention.

Public Affairs

Jane Allen (Chair), **Joe Schneider**, and **Daniel Kegan** are working hard to publicize the Division and its activities to the general public. Press releases and suggestions for press coverage are welcome.

Society Affairs

Cal Oltrogge (Chair) and **Sandra Marshall** are working on discovering and publicizing funding sources for I/O research and publicizing the Frontier Series for the Division.

University Affairs

With **Janet Turnage** at the helm, the University Affairs subcommittee is off to a fast start. We are receiving requests from publishers for input on how to include or expand coverage of I/O psychology in introductory psychology textbooks. Janet and committee members **Jack Kennedy** and **Janet Sneizek** have also collected data from undergraduates in several universities to assess what undergraduate students think I/O psychology is and what they think we do as professionals. Their report should certainly prove to be interesting. The committee is also investigating the feasibility of developing a way to provide speakers on I/O psychology to undergraduate groups.

We are all looking forward to a busy and productive year. Comments or suggestions may be sent to: **Lynn R. Offermann**, Department of Psychology, George Washington University, 2125 G Street N.W., Washington, D.C. 20052.

Fellowship Committee

Jack Feldman, Chair

The Fellowship Committee has, of this writing, received twelve suggestions for possible nomination. There are, additionally, two nominations

from 1986-87 to be considered this year and at least two additional nominations in progress. While the nomination process is slightly behind last year's schedule, I am confident that we will be able to present a very well qualified state of candidates to the executive committee in February.

This year's committee consists of **Jack Feldman**, Chair, **Randy Dunham**; **Madeline Heilman**; **George Hollenbeck**; **William Howell**; **Frank Landy**; **Charles O'Reilly**; and **Erich Prien**.

Professional Affairs Committee

ASSOCIATE MEMBER STATUS IMPERILED

Hannah Rothstein Hirsh, Chair

If the Board of Directors Subcommittee on the Future of Professional Psychology has its way, the status of Associate member of the American Psychological Association will be abolished. According to the plan, current associate members would become full members under a grandparenting clause, and no new associate members would be accepted. The thinking behind the proposal is that psychology is "a doctoral level profession." This is clearly another move by the health care providers that sacrifices the interests of their non-HCP colleagues in the war being waged for parity with physicians. It is our view that in many areas of psychology, including *professional* (as distinguished, we surmise, from *scientific* psychology), master's level psychologists can and do operate competently and independently. We believe that abolition of associate member status will disenfranchise many of our valued colleagues, and leave them without a professional "home." We, as a society, are taking action to fight this folly. You as individual members of APA can make your opinions known by writing to the **Board of Directors Subcommittee on the Future of Professional Psychology**, American Psychological Association, 1200 Seventeenth Street, NW, Washington, D.C. 20036.

Scientific Affairs

Robert Lord

Innovations in Science Program for Mid-year Conference

The Scientific Affairs Committee has developed a special program for the mid-year SIOP convention in Dallas that focuses on innovations in science with relevance to I/O psychology. The program, which was developed over the past two years, focuses on innovations in two areas: Developments in Cognitive Science, and Technological Innovations and Computerization. Each of these topics will be addressed in separate three hour programs which run concurrently with the regular convention. Two speakers from outside of the I/O area will speak on each topic. This will be followed by a discussant from the I/O field. More detail on each of the programs is included below.

Developments in Cognitive Science

Friday afternoon, April 22, 1988

Dr. Thomas K. Srull (Department of Psychology, University of Illinois) has published extensively in social cognition and co-edited the *Handbook of Social Cognition* (1984). He will discuss the dramatic changes in social psychology over the past decade, which have important implications for I/O psychology. Focusing on social behavior as studied from an information processing perspective, he will discuss the philosophy and objectives of social cognition and outline several novel methodologies that have been developed. He will summarize what has been learned over the past ten years. His presentation will emphasize the interaction of cognitive processes that are under volitional control with the various structural constraints on the operation of cognitive systems.

Dr. John B. Black (Teachers College, Columbia University) has published extensively in the cognitive psychology/artificial intelligence area. His presentation will stress the value of characterizing any human activity in terms of the knowledge structures involved, arguing that such characterizations are more insightful than descriptions in terms of overt behavior. Example knowledge structures and the research related to them will be described. How to investigate the knowledge structures that support various activities will be discussed using examples from investigations of how people learn to use computer systems and the literacy skills needed to perform various tasks.

Dr. Robert Lord (Department of Psychology, University of Akron)

will discuss both of these presentations, focusing on their relevance to a broad range of topics in I/O psychology.

Technological Innovations and Computerization

Saturday morning, April 23, 1988

Dr. Paul Attewell (Department of Sociology, State University of New York-Stony Brook) has extensively researched the impact of computer technologies on organizations. He will discuss the human consequences of computing technologies in business. His presentation will cover the many possible effects of office automation on organizational processes, based on his studies of computer automation in nearly 200 New York area firms. He will discuss the multiple layers of causation which produce complex, often unintended, effects of technological innovation. He will point to the need for a structural contingency theory of technology implementation, presenting data related to this topic and to issues of skill shifts, employment shrinkage, and changing managerial roles produced by automation.

Dr. Daniel Robey (Department of Decision Sciences and Information Systems, College of Business Administration, Florida International University) has extensively researched the impact of information systems in organizations and related implementation problems. His main thesis will be that the effects of information technology on work can be assessed by discovering the meanings that technology has within a specific cultural setting. Using concepts from the study of organizational cultures, an approach to research on the meaning of information technology is offered and illustrated with data from several case studies. His approach conceives of organizational changes as emergent phenomena and uses process models rather than variance models to guide research. Information technology is seen as one of several ingredients interacting to produce change in work roles and role relationships.

Dr. Paul Goodman (Graduate School of Industrial Administration, Carnegie-Mellon University) has published extensively on technology and organizational effectiveness. He will discuss both of the presentations on technology, focusing on their broad relevance to I/O psychology.

The Test Validity Yearbook: Organizational

Lawrence Erlbaum and Associates is proud to announce that the TEST VALIDITY YEARBOOK: ORGANIZATIONAL will begin publication in 1988. The YEARBOOK will publish criterion-related validity studies conducted in public and private sector settings in the United States and throughout the world.

- * The YEARBOOK will be directed toward professionals and students interested in personnel selection and personnel decision making.
- * The YEARBOOK will contain approximately 100 studies per volume.
- * The YEARBOOK will publish studies that provide technical details about the predictors, criteria, sample and job or job family under investigation.
- * The YEARBOOK will be guided by an international advisory board featuring selection and measurement specialists from around the world.
- * The YEARBOOK will publish studies in a consistent format with most studies running a total of five pages.
- * The YEARBOOK will be edited by Frank J. Landy with offices located at The Pennsylvania State University.

Validity reports are currently being solicited for the 1988 volume. Authors interested in submitting studies should contact the editorial offices for information regarding format requirements. Additionally, anyone wishing to be placed on our mailing list to receive information about the review should contact the editorial offices. Please write to:

Frank J. Landy
Department of Psychology
The Pennsylvania State University
University Park, PA 16802

CSPP

PHD AND DOCTORAL RETRAINING IN INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

Excellence in Training and Education

- Organizational theory, design and development combined with human resource and personnel skills for careers as consultants and high level administrators
- Programs at Los Angeles and San Diego with half-time field placements in Southern California businesses and agencies
- Part-time PhD program at Berkeley for working professionals (*beginning Fall 1988*)
- Organization Development Center at Los Angeles and Community Services Centers at all campuses provide organizational consultation and intervention services to the local community

Part-time study options and financial aid are available:
for information and an application:

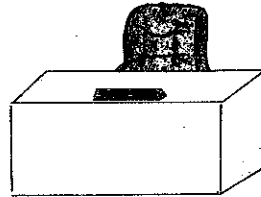
California School of Professional Psychology
Central Admissions
2152 Union Street • San Francisco, CA 94123
800/457-1273 (or in California 800/457-5261)

Non-profit organization

CALIFORNIA SCHOOL OF PROFESSIONAL PSYCHOLOGY

Positions Available

Rick Jacobs



CONSULTING PSYCHOLOGISTS TO MANAGEMENT. Rohrer, Hibler & Replogle, Inc., is seeking doctoral, licensed (or eligible) psychologists for full-time career positions with our 40-year-old firm, in the San Francisco Bay and Los Angeles offices. Candidates should enjoy collegial affiliation, team work, and contributing to the growth of the firm. Candidates must be able to establish effective rapport with senior business executives, assisting them with innovative, practical, and psychologically sound solutions to complex problems of people and organizations. Responsibilities include executive assessment, manager development, organization analysis, organizational development, and business development. Successful candidates will be experienced and mature psychologists with the technical and personal qualities needed to work effectively in corporate environment with senior executives. Business training, experience in business consultation, and/or experience in management desirable. Positions open until filled. Send cover letter and resumé to **J. G. Blanche, Ph.D., Manager, Rohrer, Hibler & Replogle, Inc., 800 So. Figueroa St., Suite 1120, Los Angeles, California 90017.**

THE PSYCHOLOGY DEPARTMENT at Wayne State University invites inquiries from mid-career to senior level psychologists in the Industrial/Organizational area who may be interested in joining our faculty. The Department expects to have authorization to hire a faculty member in the near future.

Industrial/Organizational Psychology at WSU is a very active program with a core faculty of 5. The total department faculty numbers 43 plus 5 research associates or scientists. The department admits 30 to 35 doctoral students each fall and 7 to 9 of these enter in the I/O area. The I/O program has well established ties with major corporations in the Detroit metropolitan area.

The department will place great weight on the productivity of persons interested in this position and their potential contributions to a graduate

teaching and research program. The candidate's particular area of research within I/O is open, although a record of extramurally funded research is highly desirable. Inquiries from women and/or members of ethnic or racial minority groups are especially welcome. Nominations for and/or inquiries about this position should be addressed to: **Professor Alan Bass, Associate Chair of Psychology, Wayne State University, 71 West Warren, Detroit, MI 48202, (313) 577-2810.**

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGIST. The Department of Psychology, Hofstra University is accepting applications for a tenure track appointment at the rank of Assistant or Associate Professor, effective September 1988. Salary is competitive. The qualified applicant must be a graduate of a traditional industrial/organizational psychology program. Applicants should be able to develop a strong research program, to teach courses in I/O psychology at both the undergraduate and graduate levels, and to supervise doctoral research. Applicants should send a vita, reprints, and the name, address, and telephone number of three references to **Dr. William Metlay, Chair, I/O Search Committee, Department of Psychology, Hofstra University, Hempstead, NY 11550.** Hofstra University is an Equal Opportunity/Affirmative Action Employer.

POSTDOCTORAL TRAINING PROGRAM IN ALCOHOLISM RESEARCH: Having received 5 years of funding by the National Institute on Alcohol Abuse and Alcoholism, the Institute for Behavioral Research and the Department of Sociology at the University of Georgia and the College of Management at Georgia Tech announce the availability of 1-2 year postdoctoral training fellowships concerning alcoholism in the workplace. The amount of the awards will vary depending on background and research experience. The features of the program include study of the literature, data analysis with an existing data bank, design and execution of survey or field study and involvement with other funded research projects. A background in organizational/occupational research may be appropriate. Address letters of inquiry and curriculum vitae to: **Paul M. Roman, Ph.D., Professor of Sociology, Institute for Behavioral Research, 549 Boyd Graduate Studies Center, University of Georgia, Athens, Georgia 30602.** The University of Georgia is an Equal Employment Opportunity/Affirmative Action Institution.

HUMAN FACTORS/ENGINEERING PSYCHOLOGIST. INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGIST. The Department of Psychology anticipates being able to fill two or more positions with a starting date of September, 1988. Candidates should have strong preparation and an active research program in one of the following areas (a) human factors or engineering psychology, human-computer interactions, computer displays, artificial intelligence/expert systems, or other human factors applications of cognitive psychology; (b) industrial or organizational psychology. Candidates must have or expect to have a Ph.D. by the starting date. Teaching of undergraduate and graduate courses and supervision of theses is expected. The position will be a tenure track position at the assistant professor rank, but exceptional candidates at an advanced rank will be considered. Candidates should submit a curriculum vitae and three letters of recommendation to: **Herbert A. Colle, Faculty Search Committee, Department of Psychology, Wright State University, Dayton, OH 45435.** For full consideration, all materials should be received by February 15, 1988. Wright State is an Equal Opportunity/Affirmative Action Employer.

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGIST. BellSouth, a leader in the telecommunications industry, is seeking candidates for a position in our Human Resources Research group based in Atlanta, GA. The position involves working with a group of psychologists responsible for research support for personnel selection systems (ranging from paper-and-pencil ability tests to management assessment centers) and employee development programs. The immediate opening will involve research projects ranging from test development and validation to evaluation of existing training programs.

The ideal candidate will have a Ph.D in I/O psychology and three years' experience working in a business setting. Strong research skills (i.e., research design, project management, and quantitative analysis) are a must, as are good writing and interpersonal skills. Interested candidates should send a resumé and list of references to: **Val H. Markos, Ph.D., Corporate Manager—Human Resources Research, BellSouth Corp., Room 13E03, 1155 Peachtree St., N.E., Atlanta, GA, 30367-6000.** BellSouth is an Equal Opportunity/Affirmative Action Employer.

FACULTY POSITION. Baruch College/The City University of New York has an opening for a senior appointment (associate or full pro-

fessor) in industrial/organizational psychology. Baruch houses the PhD program in industrial/organizational psychology for the City University and offers an MBA, MS, and BBA in I/O psychology and a BA in psychology. The candidate will play a major role in the continuing development of the new PhD program and will be expected to maintain a high level of involvement in research with students. (Will also consider applicants for a one-year visiting professorship.) PhD required. Salary competitive and commensurate with qualifications and experience. Send complete curriculum vitae to: **Dr. Walter Reichman, Chair, Department of Psychology, Baruch College/CUNY, 17 Lexington Avenue, Box 512, New York, NY 10010. AA/EOE**

TENURE-TRACK POSITION—I/O PSYCHOLOGY—SAN JOSE STATE UNIVERSITY: Beginning Fall, 1988: Industrial/Organizational—Assistant or Associate Professor. Required qualifications—Ph.D. or all but dissertation in Industrial/Organizational Psychology or closely related area, with evidence of ability in personnel psychology, measurement, and applied research. Evidence of teaching excellence and demonstrated research potential essential. Preferred qualifications—evidence of experience in program development, multivariate statistics, and computer applications. Duties—teach graduate and undergraduate courses in I/O, statistics, measurement, and applied research; supervise theses and research projects; develop and supervise field work and internships in local business and industry; and participate actively in continued development of the I/O program.

We seek an active scholar-teacher able to generate enthusiasm among our students. San Jose State is located in the heart of the Silicon Valley, where numerous opportunities exist for consulting and cooperative arrangements with business and high-tech organizations, such as our long-standing training and research program with NASA Ames Research Center. The Department has roughly thirty faculty and offers BA, MS, and MA degrees. The University is especially interested in hiring faculty members who are aware of and sensitive to the educational goals and requirements of an ethnically and culturally diverse student population. Application deadline: Open until March 15, 1988, but the selection process begins January 25, 1988. Send application letter, vita, and three letters of recommendation to: **the I/O Search Committee, Department of Psychology, San Jose State University, San Jose, CA 95192-0120 (telephone: 408-924-5600).**

CENTRAL WASHINGTON UNIVERSITY has a tenure-track position at the assistant professor level in the Department of Psychology beginning September, 1988. Responsibilities will include teaching undergraduate and graduate coursework, supervising graduate students, and serving on master's degree committees. Applicants should hold a doctorate at the time of appointment, with a specialization in either industrial/organizational psychology or organizational behavior. Evidence of successful teaching in a variety of instructional settings is very desirable, along with a potential for research productivity and a successful history of managing organizational behavior change projects. CWU is approximately two driving hours east of Seattle and is ideally located for outdoor recreation. Qualified applicants should send a resumé and three professional letters of reference to: **James L. Eubanks, Chair, Search Committee, Department of Psychology, Central Washington University, Ellensburg, WA 98926.** Application materials must be received by March 15, 1988. Central Washington is an AA/EOE/TITLE IX institution.

PH.D. IN BEHAVIORAL SCIENCES for major consulting firm. Will design/implement performance appraisal systems to foster communication, reinforce culture, build productivity and effectiveness for Fortune 500 companies. Prefer about five years' related experience, including performance management, reward-sharing, and/or employee involvement. Excellent prospects; initially Chicago area, later relocation possible. (For client of) **Management Arts, Box 547, Lake Forest, IL 60045.**

JOB OPENINGS?

Contact the Business Manager to advertise in **TIP. Rick Jacobs, 520 Moore Building, Department of Psychology, Pennsylvania State University, University Park, PA 16802 (814-863-1867 or 814-237-5997).**



NATIONAL UNIVERSITY OF SINGAPORE SCHOOL OF MANAGEMENT LECTURES/SENIOR LECTURERS/ ASSOCIATE PROFESSORS (For Academic Year Starting July 1988)

Applications are invited from candidates who are able to teach in one or more of the following areas at the BBA and MBA levels:

**Personnel Management
Organization Development
Human Resource Management**

Applicants should possess a PhD degree from an accredited university. ABDs may apply. New PhD holders begin their careers as Lecturers.

Besides appointments on normal 3-year contracts, visiting appointments for one to two years may be considered.

Gross annual emoluments range as follows:

Lecturer	S\$27,660- 57,350
Senior Lecturer	S\$51,950- 91,070
Associate Professor	S\$79,780-109,880
(US \$1.00 = S\$2.09 approximately)	

The commencing salary will depend on the candidate's qualifications, experience and the level of appointment offered.

Leave and medical benefits will be provided. Depending on the type of contract offered, other benefits may include: provident fund benefits or an end-of-contract gratuity, a settling-in allowance of S\$1,000 or S\$2,000, subsidised housing at nominal rentals ranging from S\$100 to S\$216 p.m., education allowance for up to three children subject to a maximum of S\$10,000 per annum per child, passage assistance, and baggage allowance for the transportation of personal effects to Singapore. Staff members may undertake consultation work, subject to the approval of the University, and retain consultation fees up to a maximum of 60% of their gross annual emoluments in a calendar year.

The School of Management is a department in the Faculty of Business Administration. There are eight faculties in the National University of Singapore with a current student enrollment of some 14,000. All departments are well-equipped with a wide range of facilities to enhance the teaching and research activities of staff members. The University is linked to BITNET, an international network that interconnects almost 500 mainframe computers at 200 institutions of higher learning and research centers around the world.

Application forms and further information may be obtained from:

The Director
Personnel Department
National University of Singapore
10 Kent Ridge Crescent
Singapore 0511

The Director
North America Office
National University of Singapore
780 Third Avenue, Suite 2403
New York, N.Y. 10017, U.S.A.
Telephone: (212) 751-0331

Enquiries may also be sent through BITNET to: **PERSDEPT @ NUSVM.**

ADVERTISE IN TIP

The **Industrial-Organizational Psychologist** is the official newsletter of the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association. **TIP** is distributed four times a year to the more than 2500 Society members. Membership includes academicians and professional-practitioners in the field. In addition, **TIP** is distributed to foreign affiliates, graduate students, leaders of the American Psychological Association, and individual and institutional subscribers. Current circulation is 4000 copies per issue.

Advertising may be purchased in **TIP** in units as large as two pages and as small as a half-page spread. In addition, "**Position Available**" ads can be obtained at a charge of \$30.00 per position. For information or placement of ads, write to **Rick Jacobs**, Department of Psychology, 520 Moore Building, Penn State University, University Park, PA 16802.

ADVERTISING RATES

RATES PER INSERTION

Size of Ad	Number of Insertions	
	One Time	Four Times
Two-page Spread	\$325	\$250
One Page	\$200	\$150
Half Page	\$150	\$125

PLATE SIZES

Size of Ad	Vertical	Horizontal
One Page	7 1/4 "	4 1/4 "
Half Page	3 1/4 "	4 1/4 "

PUBLISHING INFORMATION

Schedule

Published four times a year: November, February, May, August. Respective closing dates: Sept. 1, Dec. 1, Mar. 1, May 15.

DESIGN AND APPEARANCE

5 1/2" x 8 1/2" booklet, printed by offset on enamel stock. Type is 10 point English Times Roman.

SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

EXECUTIVE COMMITTEE

President:

Daniel R. Ilgen
Department of Psychology
Michigan State University
East Lansing, MI 48824-1117
Phone: 517/355-7503

President-Elect:

Ann Howard
Phone: 201/894-5289

Past President:

Sheldon Zedeck
Phone: 415/642-7130/7070

Secretary-Treasurer:

Marilyn K. Quaintance
Phone: 202/296-2250

Financial Officer:

John R. Hinrichs
Management Decision Systems
777 Boston Post Road
Darien, CT 06820
Phone: 203/655-4414

Representatives to APA Council:

Richard J. Campbell (2/85-1/88)

Phone: 212/998-7811

Milton D. Hakel (8/87-1/88)

Phone: 713/728-3078

Kenneth N. Wexley (2/86-1/89)

Phone: 517/353-5415

Robert M. Guion (2/87-1/90)

Phone: 419/372-8144

Mary L. Tenopir (2/87-1/90)

Phone: 201/379-8750

Irwin L. Goldstein (2/88-1/91)

Phone: 301/454-6103

Frank J. Landy (2/88-1/91)

Phone: 814/863-1718

Members-at-Large:

Richard J. Klimoski (1985-88)

Phone: 614/292-8117

Paul R. Sackett (1986-89)

Phone: 312/996-3031

Richard D. Arvey (1987-90)

Phone: 612/624-1063

COMMITTEE CHAIRS

Awards:

Eugene F. Stone
Phone: 419/372-2301

Committee on Committees:

Walter W. Tarnow
Phone: 612/853-2858

Continuing Education and Workshop

Philip B. Devries
Phone: 203/834-5135

Education and Training:

Edward L. Levine
Phone: 813/974-2492

External Affairs:

Lynn R. Offermann
Phone: 202/994-8507

Fellowship:

Jack Feldman
Phone: 404/894-2682

Frontiers:

Raymond A. Katzell
Phone: 516/676-2384

Long Range Planning:

Richard J. Klimoski
Phone: 614/292-8117

Membership:

Richard A. Guzzo
Phone: 212/998-7816

Professional Affairs:

Hannah R. Hirsh
Phone: 212/725-3155

Program:

Elaine D. Pulakos
Phone: 202/342-5000

Scientific Affairs:

Robert G. Lord
Phone: 216/375-7280

Society Conference:

Stanley B. Silverman
Phone: 216/836-4001

State Affairs:

Vicki V. Vandaveer
Phone: 314/247-4582

TIP Newsletter:

James L. Farr
Phone: 814/863-1734

ADMINISTRATIVE OFFICE

SIOP

Department of Psychology
University of Maryland
College Park, MD 20742
Phone: 301/454-5204